

360-Leadership Development Questionnaire Results for

Chris Participant

ABC Company

10/17/2001



WATTERSON & ASSOCIATES, INC.

Leadership Assessment for Personal and Corporate Growth

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Introduction

This feedback report contains the results from the Leadership Development Questionnaire that you, your boss, your peers and your subordinates completed. As you read the findings, remember that the purpose of this effort was to highlight the activities that you are performing well and to identify those areas that you may choose to develop. The intent of this process is to assist you in your **professional development**. This feedback process increases your awareness by becoming more mindful of the strengths and possible limitations that you may bring to your job.

A dimension of highly successful leaders is that they are willing to listen for areas where they can continuously improve. They tend not to be defensive but open to the input of others as to how they are perceived. And the results contained in this report are perceptions. This means that the results may or may not be an accurate assessment of your performance. For instance, I may believe that I am a fine leader, however, if the perception from others is that I am not, it is important to recognize this. Conversely, because I may be perceived as a great boss does not mean that I do not have developmental areas in which I could grow.

What makes this process so valuable is not so much the actual rating as it is the conversation that can follow. It is through dialog that we can better appreciate the difference between perception and reality. Upon reflection of your results, we encourage you to start talking with others about the perceptions that were brought to light through this process. The goal is not to defend yourself, but rather to gain a deeper appreciation and understanding of how others see you. It is through this conversation that you can increase your self-awareness, which is the purpose of this process. If you can identify and learn to modify just one behavior as a result of this process, it has been a successful one. Thank you for having the openness and willingness to take the risk to see yourself through a different lens.

Reading your results

Feedback from 6 of your peers and 8 of your subordinates is included in this report.

The scores in your report are printed graphically. In response to each question you will see a bullet which is the average score for all persons who completed the questionnaire. The gray bar around the bullet is the confidence interval in which your score falls.

Example:

	Relationship	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
Understands overall business	Self			●		
	Boss		●			
	Peer			●		
	Subordinate					●

Business Acumen

How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ demonstrate an understanding of the overall business?	Self			●		
	Boss			●		
	Peer			●		
	Subordinate			●		1
♦ make decisions that are fiscally responsible and compatible with company goals and objectives?	Self			●		
	Boss		●			
	Peer		●			
	Subordinate			●		1
♦ deal with complex business concepts comfortably?	Self		●			
	Boss			●		
	Peer		●			
	Subordinate			●		1
♦ develop future oriented, competitive and breakthrough strategies and plans?	Self		●			
	Boss		●			
	Peer		●			
	Subordinate			●		1
♦ exhibit strong P & L skills and demonstrate an awareness of the costing and accounting principles involved?	Self		●			
	Boss			●		
	Peer		●			
	Subordinate			●		

Supporting comments and/or examples regarding Business Acumen:

Chris always thinks about the impact on the business overall before acting on his decisions.

Chris has a good sense of business needs when addressing HR issues.

Can develop strategies and plans but support for HR is not always there.

Chris does a good job at relating the business needs to the HR needs and tries to develop plans that support the strategic business objectives.

Chris, at times, works to status quo rather than forcefully articulating changes in the organization required to meet future challenges. At times, seems to treat as unimportant the impact on profitability of HR programs and/or organizational issues.

Has a good overall understanding of our business and strategy, manages within budget. Sometimes makes decisions without adequate discussion with the executive team.

Customer Focus

How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ actively seek input from internal and external customers to better understand their needs?	Self			●		
	Boss		●			
	Peer		●			
	Subordinate			●		
♦ make an effort to ensure that customer needs are attended to (i.e. making customer focus a driving force behind most activities)?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate				●	
♦ maintain an approachable and responsive disposition?	Self			●		
	Boss			●		
	Peer			●		
	Subordinate		●			
♦ support and encourage others?	Self			●		1
	Boss			●		
	Peer		●			
	Subordinate		●			
♦ exhibit a positive, "How can I help you?" attitude or provide reasons why help is not possible?	Self			●		
	Boss		●			
	Peer		●			
	Subordinate		●			

Supporting comments and/or examples regarding Customer Focus:

When the customer is other than Chris's staff, he sufficiently addresses their needs. As one of his staff, his personality is colder than expected. It is difficult to determine if he wants to hear your issues and if you are meeting his expectations.

Chris does seek input from many customers but there are those who feel he is not approachable and supportive. Some customers take a great deal of his time.

Chris is very responsive to me and the issues I bring before him. He needs to be the same with his other subordinates.

Will commonly develop programs without my input. Rarely if ever solicits input from me as to my needs and priorities.

Chris is very open and approachable.

Chris tends to be isolated from "customers" and at times can seem aloof to people especially those at lower levels of the organization.

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Planning & Execution:

How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
Plan:						
♦ attend to details without getting bogged in the minutia?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate				●	
♦ function easily in an organized and planful way while still able to juggle multiple priorities?	Self		●			
	Boss		●			
	Peer			●		
	Subordinate				●	
♦ exhibit strong time management skills (i.e. does not wait until the last minute thereby placing undo pressure onto others)?	Self		●			
	Boss		●			
	Peer		●			
	Subordinate			●		
♦ exhibit proactivity vs. reactivity?	Self			●		
	Boss		●			
	Peer		●			
	Subordinate			●		1
Execute:						
♦ can this person be counted on to meet or exceed goals?	Self			●		
	Boss			●		
	Peer			●		
	Subordinate				●	
♦ does he/she regularly perform at a high level?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate				●	1
♦ does he/she keep an eye on the bottom-line?	Self			●		
	Boss			●		
	Peer		●			
	Subordinate				●	1
♦ does this person steadfastly push self and others for results?	Self			●		
	Boss			●		
	Peer		●			
	Subordinate				●	
♦ is this person's commitment to the organization exhibited?	Self				●	
	Boss				●	
	Peer		●			
	Subordinate				●	

Supporting comments and/or examples regarding Planning and Execution:

Chris is very demanding and he addresses issues, many issues, simultaneously with efficiency.

Does not always plan in advance - last minute requests can usually be accommodated and he is understanding if it is not possible.

I think Chris at times does not clearly communicate and in a timely manner schedule meetings. There is a lot of last minute set up of meetings and confusion around direction.

Chris is not always prompt in completing tasks or tending to detail - generally reacts to change rather than champion change. Doesn't challenge or interact enough with subordinates.

Has shown some difficulty in getting everything done on a timely basis.

Change/Visionary Leadership:

How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ exhibit a balance between being entrepreneurial with an appreciation and respect for organizational guidelines?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate			●		1
♦ continually seek (or encourage others to seek) opportunities for different and innovative approaches to addressing organizational issues and opportunities?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ advocate the need for self or others to continuously learn in order to regularly improve work performance?	Self		●			
	Boss			●		
	Peer			●		
	Subordinate			●		2
♦ convey the vision of the future in a way that compels others to action?	Self		●			
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ exhibit the ability to develop and communicate a strategic vision?	Self		●			
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ convey a strong professional presence in a wide range of business and social settings (i.e. comfort from the boardroom to the shop floor)?	Self		●			
	Boss			●		
	Peer			●		
	Subordinate			●		
♦ delegate and hold others accountable with an emphasis on success and not a fear of punishment?	Self			●		
	Boss			●		
	Peer			●		
	Subordinate			●		1
♦ exhibit the ability to align and motivate subordinates and peers to his/her stated strategic vision?	Self		●			
	Boss					●
	Peer		●			
	Subordinate			●		

Supporting comments and/or examples regarding Change/Visionary Leadership:

No visible plans for encouraging professional or personal development among his staff. Not a clear picture of what he expects from everyone.

Chris is proficient in setting goals and presenting himself professionally in front of any level within the organization. Areas of improvement - meet more often with his worldwide staff to continue to set goals and follow up on them. Chris's leadership approach is more directive than motivational. There should be a balance and Chris should work on the motivational side.

Chris has the ability to build trust and loyalty in people but is very selective in who they are. Is not an inspiring, charismatic leader, does not "rally" the troops. He does set a good example as a leader through his hard work and dedication. He is getting better at establishing and communicating a vision.

This year Chris has emphasized our need as an HR organization to become strategic and a business partner, not just an administrative dept. He is attempting to move our organization towards a new image.

Chris needs to be more proactive in communicating his vision, plans with his peers. He does a lot of last minute in the hallway discussions of key issues.

Chris seems somewhat removed from his subordinates and may not provide guidance or vision that compels them to action.

Tends to isolate himself from the executive group unless there is a specific issue raised. Needs more regular and routine communication.

Intellectual Flexibility/Problem-Solving Ability:

How proficiently does Chris Participant exhibit...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ the ability to move with ease from visionary thinking to immediate detailed execution?	Self			●		1
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ the ability to demonstrate and balance complex thinking with everyday street smarts?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ problem-solving skills that range from logical and orderly thought to imaginative and creative ideas?	Self		●			
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ combining fact and “gut feel” when necessary?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ comfort and ease when dealing with paradox and ambiguity (is not a black and white thinker)?	Self		●			
	Boss			●		
	Peer			●		
	Subordinate			●		

Supporting comments and/or examples regarding Intellectual Flexibility/Problem-Solving Ability:

Chris is a very strategic thinker; step-by-step decision maker. Sometimes takes too long to make a decision.

Chris is proficient in these areas, which is why he is in the position he is. He addresses the many complex issues he comes across with common sense and intellect.

Does not always take the time to understand requirements for detailed execution but will listen before taking action in most cases.

Chris does an extremely good job at "thinking out of the box".

Smart, appears to have problem balancing tremendous short-term requirements with long-term requirements of position.



Development of Self & Staff:

How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ exhibit self-awareness (acknowledges strengths & limitations)?	Self			●		
	Boss	●				
	Peer		●			
	Subordinate			●		1
♦ actively seek personal and professional development?	Self			●		
	Boss	●				
	Peer			●		2
	Subordinate			●		2
♦ provide challenging and stretching activities and assignments for self? **NOT COMPLETED BY A SUBORDINATE	Self		●			
	Boss					●
	Peer			●		1
	Subordinate	●				8
♦ provide challenging and stretching activities and assignments for subordinates?	Self		●			
	Boss					●
	Peer			●		
	Subordinate			●		
♦ hold frequent and timely development discussions?	Self		●			
	Boss					●
	Peer		●			1
	Subordinate		●			
♦ construct and execute development plans for Self? ** NOT COMPLETED BY A SUBORDINATE	Self		●			
	Boss					●
	Peer			●		2
	Subordinate	●				8
♦ construct and execute development plans for subordinates?	Self		●			
	Boss					●
	Peer			●		1
	Subordinate		●			
♦ delegate both routine and important tasks and decisions?	Self		●			
	Boss					●
	Peer			●		1
	Subordinate			●		
♦ set clear objectives and measure self and others against them (monitors progress)?	Self			●		
	Boss		●			
	Peer		●			2
	Subordinate			●		
♦ solicit performance feedback on self?	Self		●			
	Boss		●			
	Peer			●		
	Subordinate		●			



Development of Self & Staff:						
How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ coach, mentor, and provide support to his/her subordinates?	Self		●			
	Boss					●
	Peer		●			
	Subordinate		●			
♦ make tough people decisions when all efforts fail at development?	Self			●		
	Boss			●		
	Peer		●			
	Subordinate			●		

Supporting comments and/or examples regarding Development of Self & Staff:

Although monthly staff meeting occurs, I am not included in all of the results of the meeting if I am not able to attend. Communication is not filtered down to everyone involved. No set plan for coaching or mentoring his staff for personal/professional development.

Unfortunately development is not sufficiently addressed, which I think a lot has to do with the many responsibilities of each of our jobs. That statement was not intended to be an excuse. As a department, if everyone's talents are fully utilized and more support is provided (meaning a verbal "good job") we will do a better job. Chris has to let us know more clearly if we are meeting expectations and if we are, let us know, and if we are not, let us know.

Chris is more comfortable with people who do not need a lot of his time and attention. Is willing to answer questions re: development, objectives, etc. but does not necessarily lead conversation. He is definitely better with some members of his staff than others.

Chris is working towards making HR a working unit, but HR still has a way to go. Chris needs to push himself to make sure that his right side of the organization knows what the left side is doing and vice versa.

Again the area of clearly communicating goals and needs is an issue.

I believe Chris does not interact enough with his staff. Where he may delegate, he doesn't appear to follow-up or provide support to his staff. Also shies away from making tough calls on peoples at times.

I need to monitor progress on objectives on a more regular basis - need to pay more time and attention on development issues for staff as well as myself.



Personal Relationships

How proficiently does Chris Participant...	Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
Communicate:						
♦ show an open, honest, and non-manipulative style?	Self			●		
	Boss		●			
	Peer		●			
	Subordinate		●			
♦ demonstrate an ability to listen to, and balance, both feelings and facts?	Self			●		
	Boss		●			
	Peer			●		
	Subordinate			●		
♦ avoid games or unnecessary politics?	Self				●	
	Boss			●		
	Peer		●			
	Subordinate			●		
♦ relate well to all levels in the organization (i.e. does this person relate consistently with the boss, peers, and subordinates)?	Self				●	
	Boss	●				
	Peer		●			
	Subordinate			●		
♦ articulate thoughts clearly, concisely, and forthrightly?	Self		●			
	Boss			●		
	Peer			●		
	Subordinate			●		
Relationship Building:						
♦ develop trusting relationships?	Self		●			
	Boss		●			
	Peer		●			
	Subordinate			●		
♦ exhibit an understanding and compassionate manner when appropriate?	Self			●		
	Boss			●		
	Peer			●		1
	Subordinate			●		
♦ practice attentive and active listening behaviors?	Self				●	
	Boss	●				
	Peer			●		
	Subordinate			●		
♦ can be approached with both "good news" and "bad news"?	Self				●	
	Boss			●		
	Peer			●		1
	Subordinate			●		



Personal Relationships		Relation	Minimum Proficiency	Somewhat Proficient	Proficient	Very Proficient	Don't Know
♦ manage self (emotions) appropriately (e.g. does not lose temper)?	Self					●	
	Boss				●		
	Peer				●		
	Subordinate				●		
♦ promote strong cross-functional relationships?	Self					●	
	Boss				●		
	Peer			●			
	Subordinate			●			1
♦ treat others fairly and consistently?	Self				●		
	Boss				●		
	Peer			●			
	Subordinate			●			

Supporting comments and/or examples regarding Personal Relationships:

Difficult to approach. Relates well with peers, but communication downward is sometimes sporadic and selective. Not everyone is included who needs to be.

Chris is more personable with staff below his direct reports rather than with his direct reports. Not that that is a problem, but it is recognized. Showing more interest in his direct reports personal lives and having non-business discussions would be a way to better relationships.

Chris is very good at handling himself in stressful situations. I find him to be approachable but many folks do not. He does not go out of his way to be friendly to or supportive of people he doesn't like or have confidence in, even though they may need him to. Breaking through his exterior shell is definitely worth the trouble.

Chris needs to make an effort to approach all of his subordinates and try not to show what can be construed as favoritism.

Doesn't interact enough with his direct superior. Strength is his open and honest manner of conducting himself - what you see is what you get.

I enjoy working with Chris. I am proud to have his represent ABC Company. I wish he would communicate more frequently and relax around me. I am pulling for him to succeed.



Section Two

Whereas in Section One **Productive** leadership characteristics were assessed, in this section **Unproductive** ones were evaluated. If you were identified as regularly displaying one of the unproductive personal or professional characteristics listed below, it may impede your career success.

Exhibiting one of these behaviors may not be intentional on your part. Or, you may not recognize or understand how much of an impact the behavior makes on others. This is an opportunity for you to reach a deeper level of awareness of how your behavior impact others. If a behavior is checked and if you continue to demonstrate this behavior, it could be an obstacle in your career progress.

If you select one of these behaviors you must justify your response in the **Supporting Comments** section.

Does Chris Participant...	Yes, frequently
♦ fail to keep commitments/promises?	1
♦ fail to manage conflict situations well (with self or others)?	0
♦ exhibit poor team building skills?	2
♦ lack sensitivity or compassion?	2
♦ have difficulty completing a job that requires the development and integration of complex strategies?	0
♦ start projects but moves on without completing the job?	1
♦ display arrogance (devalues the contributions of others)?	0
♦ resort to an aggressive style when under pressure?	0
♦ fail to pay enough attention to details?	2
♦ lose composure under pressure?	0
♦ isolate him/herself from others?	7
♦ exhibit difficulty making the transition from technical manager to general manager?	0
♦ rely on his/her on own skills - not working efficiently through others?	1
♦ exhibit being temperamental?	0
♦ express public criticism or make fun of others?	0
♦ exhibit the possibility of burning out?	0
♦ leave behind bruised relationships when working?	0
♦ express inflexibility?	0
♦ demonstrate lack of trustworthiness with information?	2
♦ openly express hostility?	0
♦ react defensively to constructive criticism?	0

Supporting comments and/or examples:

Rarely meets with his customers one on one. Have to pry information out.

Not being very personable makes it somewhat difficult to work for Chris. He is pretty much business only. But he is not that way with everyone. I can only tell the type of job I am doing from my own assessment; I receive little or no feedback from Chris. Working on communication would be helpful.

Does nothing to promote team building between Corp. HR and Operations HR - a clear wall still exists between them. Chris keeps to himself most of the time and is very difficult to approach - keeps an "iron guard". He is very selective with who he gives information to and doesn't always include everyone who needs to be involved. This makes it very difficult to do my job.

Tends to work on his own agenda and does not communicate well.

Chris plays his cards "close to the chest" and one is not always sure where he is going. He also provides very limited feedback. This is not a "show stopper", but would be useful if he realized this. Overall, Chris is a very good supervisor and supports his team.

Action Plan

I will continue the following behaviors to be an effective leader/manager.

<i>Behaviors</i>	<i>How do I demonstrate these behaviors</i>	<i>What do the results look like</i>
❖		⇒
❖		⇒
❖		⇒
❖		⇒

I will increase the following behaviors to be a more effective leader/manager.

<i>Behaviors</i>	<i>How do I demonstrate these behaviors</i>	<i>What do the results look like</i>
❖		⇒
❖		⇒
❖		⇒
❖		⇒

I will decrease the following behaviors to be a more effective leader/manager.

<i>Behaviors</i>	<i>How do I demonstrate these behaviors</i>	<i>What do the results look like</i>
❖		⇒
❖		⇒
❖		⇒
❖		⇒

**How will you hold yourself accountable for this Action Plan?
(i.e. Mentor, coach, etc.)**

