

STAR Core Leadership 360 Series-Executive

Simon Sample

5/10/19



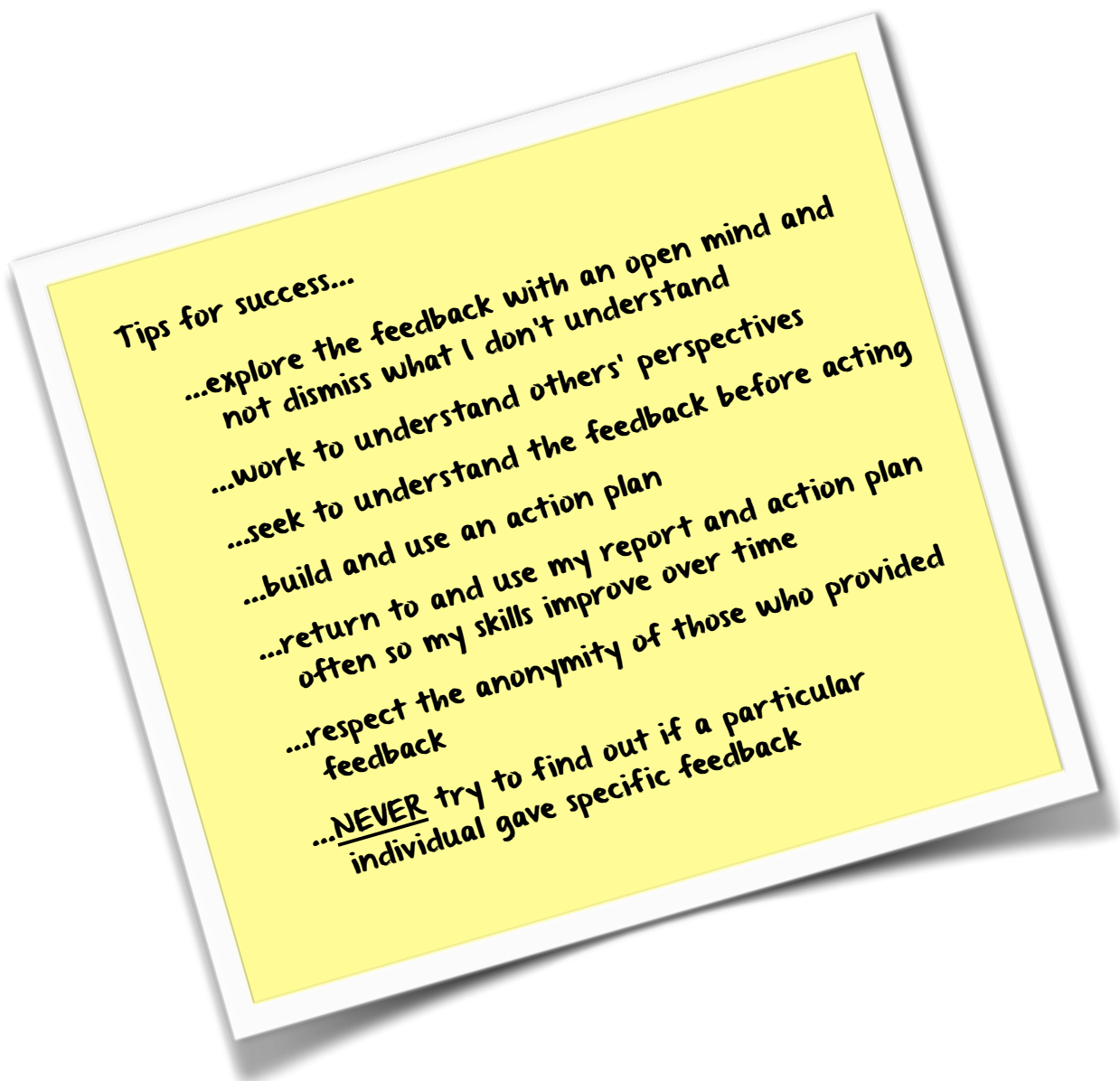
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This report contains feedback to help you improve your leadership skills. The fact that your raters have taken their time to share their opinions for your benefit is a sign of their commitment to your success and the success of your organization.

Individual feedback is averaged with feedback from others in the same rater category to identify trends AND to protect the anonymity of each person providing feedback. If that anonymity is compromised, it may damage your ability to use the feedback for improvement and inhibit the willingness of people to provide feedback in the future. Your self scores and your manager's scores are the only scores that are not anonymous.

This report will help you identify trends and teach you how to hold conversations to better understand the feedback without compromising the anonymity of those who provided feedback. If you follow the process outlined, this report will be a powerful leadership development tool for you.

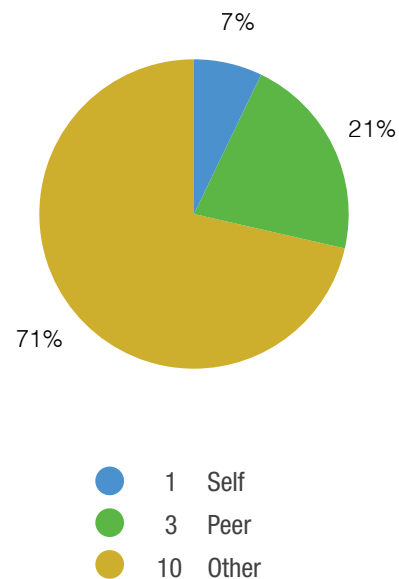
Before turning to the next page and exploring your results, please commit to the following:



What's In This Report

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Survey Respondents



13 Overall

DEFINITIONS

SKILL: the item raters were asked to evaluate

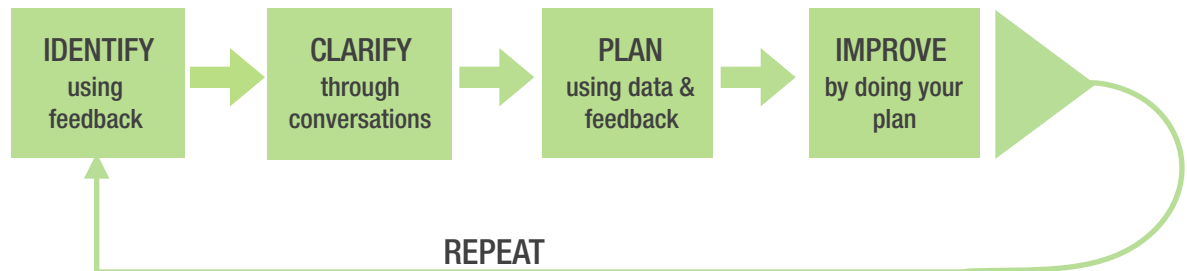
SCORE: the average of all answers given by a rater group

OVERALL SCORE: the average of all answers given by all raters except self

GAP: the difference between a rater group score and the self score

What You Are Being Asked To Do

Success drives success. You are being asked to improve, one skill at a time:



Identify

Your report will help you use the survey feedback to identify *one* skill to improve. (Working on many skills at once may cause you to lose focus or become discouraged.)

Clarify

The people you work with are your best source for clarifying exactly what you need to do to improve. Your report guides you through how to hold conversations to get that information.

Plan

The Improvement Plan worksheet helps you create a simple, actionable improvement plan.

Improve

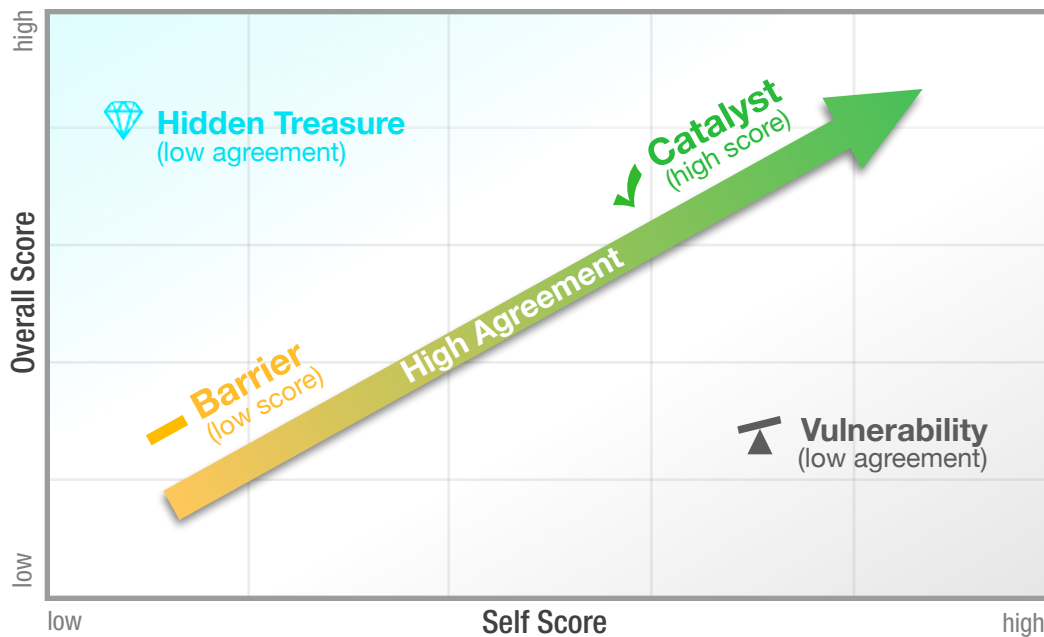
Turning a new behavior into a habit requires that you do what you plan to do.

Repeat

Through your focused efforts, once your new behavior has become a habit, return to the report, select the next skill to improve, and repeat the process.

I. IDENTIFY - How To Understand The Results

Based on the scores and agreement between scores, each skill falls somewhere on the chart below. Agreement is a measure of self-awareness. Focus your improvement efforts on items with the most significant results in each category below. The 5 most significant results for each category are listed on the next page.





High Agreement - between you and other raters about your skill indicates high self-awareness. The agreement enables you to focus on how to develop the skill. It is indicated by the **OVERALL SCORE**.


Areas of high agreement provide the opportunity for you to work on identifying specific actions to improve or build upon a skill.


Low Agreement - between you and other raters about your skill indicates potential low self-awareness, suggesting that you focus on understanding the difference in perception before working on developing the skill. It is indicated by the **GAP**.

Areas of low agreement necessitate that the you get more information before identifying actions to take.

 **Career Catalyst** - behaviors where there is agreement that your skill level is strong. These behaviors can accelerate your success.


 **Hidden Treasure** - skills with untapped potential. Others rated you much higher than you did, indicating you may have strengths you may not understand/be aware of.

 **Career Barrier** - behaviors where there is agreement that your skill level is low. These behaviors can block your success.

 **Vulnerability** - weak skills that may indicate a blind spot. Others rated you significantly lower than you did. You may be unaware that the skill may be blocking your success.

I. IDENTIFY - What To Improve WORKSHEET


Below are the top 5 items in each category, based on your actual survey results. Review the results in each category and answer the questions at the bottom of the page.



Career Catalyst

Overall Score:


17. Dependable	4.4
3. Handles Pressure	4.4
31. Sensitive Information	4.3
20. Supportive	4.3
4. Positive Influence	4.2



Hidden Treasure

Gap.


10. Gives Recognition	1.0
15. Solicits Feedback	0.7
9. Nurturing	0.7



Career Barrier

Overall Score:

28. Has Contingencies	3.6
15. Solicits Feedback	3.7
9. Nurturing	3.7
21. Clear Standards	3.8
13. Advocates	3.8



Vulnerability

Gap.

7. Shares Learning	-1.2
14. Innovates	-1.2
6. Trusted	-1.1
19. Shows Respect	-1.0
16. Positive Relationships	-0.9

(Catalysts = 5 highest Overall scores. Barriers = 5 lowest Overall scores.)

(Gaps must be greater than .5 to appear in list.)





Using the above list of top 5 Career Catalysts, select a Career Catalyst that you can leverage to help you to improve other skills:



Select the survey item that represents the first skill you would like to improve:

Skill #: _____

Skill Text: _____

What type of skill have you selected:    

You can make your selection from the top 5 above or study the feedback detail in Section V.

II. CLARIFY - Specific Next Steps (who to talk to and why)

Your manager, peers and direct reports can be the best sources to help you understand exactly how to improve. Initiating conversations and asking questions is the best way to get information. This section of the report will give you the essential talking points.

Your goal is to listen and understand others' perspectives. After you understand, you can choose whether or not to include their suggestions in your personal improvement plan. Here are recommendations of who to talk to and why:

High Agreement: Identify Next Steps



Your manager, peers and direct reports have the best insights on why the skill is a strength AND where you can use the skill more effectively.

Goal:

Identify how to build upon your strength and **maximize** this skill



Your manager, leaders, trainers, or others who do the skill well can help you find books, classes, strategies and other resources you need to overcome the barrier.

Goal:

Identify how your skill is a barrier to your career and how to **remove** it

Low Agreement: Get More Information



People you work with who are genuinely interested in your success can give you honest feedback and coaching and help you understand and maximize the skill.

Goal:

Understand your ability in this skill and how to **utilize** it more often



Career decision makers and people who influence their decisions can describe the impact of your skill on your career and how to overcome the vulnerability.

Goal:

Understand why this is a vulnerability and how to **overcome** it

These conversations will help you understand others' perspectives, so you are better equipped to develop an action plan.

- Listen respectfully - there are no right or wrong answers.
- There is no need to defend or argue - you are only trying to understand perspectives.
- Thank people for sharing - they have taken time to help you in your career.

II. CLARIFY - What To Say

Knowing what to ask and how to ask it can be difficult. Here's specific wording to help you get started.

What To Ask			
	Introduction	Ask For An Example	Follow Up
High Agreement: Identify Next Steps	 ...sharing your perspective of what I do well in the area of (goal) and how I can best maximize that skill?	...where or when I could have used the skill from my goal but did not?	What other opportunities are there for me to utilize this skill?
	 ...helping me learn how to improve in the area of (goal)?	...what you think I need to do to improve in that area?	What would you recommend to someone trying to improve this skill?
Low Agreement: Get More Information	 ...sharing your perspective of what I do well in the area of (goal) and how others respond to that skill?	...specifically what I do well in that area?	What can I do to enhance and maximize this skill?
	 ...helping me understand the impact (goal) has on my success?	...how my performance in (goal) has impacted my success?	What do you think I need to do to better address this skill area?

Now you know what to ask, enjoy the conversations. Your understanding of how others perceive your skills will help you develop an action plan that will help you succeed.

The worksheet on the next two pages will help you plan and initiate conversations.

II. CLARIFY - Who To Talk To WORKSHEET

Select people you want to talk to about the skill you are going to improve. The best source for information varies according to skill category. Use the following guide to help you select the appropriate people.

Select People...



You Interact With
Frequently



Who Can Identify
Resources



You Trust & Will
Coach You



You Trust & Influence
Your Career

Identify three or more people you will talk with, then make appointments.

Person

Appointment

1 _____ Date: _____ Time: _____

2 _____ Date: _____ Time: _____

3 _____ Date: _____ Time: _____

4 _____ Date: _____ Time: _____

5 _____ Date: _____ Time: _____

II. CLARIFY - Notes WORKSHEET

Now you've clarified who to talk to, what you want to learn and what questions to ask, initiate the conversations and answer the following questions.

How does my behavior/skill impact others?

How can I adjust my behavior/skill to use the skill more effectively?

What resources are available to help me improve this skill?

II. CLARIFY - Readiness Check WORKSHEET

Your conversations with others may have given you insight into what to change, how to change and why it's important. Before you make a plan to change, take a moment and make sure you have everything to succeed by reviewing this change-readiness checklist.

Depending on the type of skill you have chosen to change, your plans should:



MAXIMIZE
this skill



REMOVE
this barrier



UTILIZE
this skill



OVERCOME this
vulnerability

Before you proceed creating your plan, do a quick check and make sure you are prepared to plan:

___ I understand how others perceive the behavior I need to improve/change

___ I understand what to do to change/improve the behavior

___ I have discussed my selection and ideas for change with my manager

___ I have identified the resources I need to be successful

___ I have a way to track my progress

___ On a scale of 1 - 5, with 1 being "None" and 5 being "Excited to do this",
my motivation to change is a 3 or above

___ I have someone who will encourage me as I work to change/improve

If you cannot check all of the boxes, discuss the issue with your manager and gather more data before preparing your plan. If you can check all the boxes, proceed to the next page and prepare your plan.

III. IMPROVE - Improvement Plan WORKSHEET

The skill I am going to improve is:

Which is a:    

To improve this skill, I am going to do the following on a regular basis:

Tasks:	Deadline:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

I will know I have made progress when:

I will discuss my progress with my manager on: _____

As you implement your plan and get feedback from others, you may adjust your plan. Please note the adjustments below:

Signed (participant)

Signed (manager)

IV. IMPROVE & REPEAT

Once you have accomplished your development goal, return to the report, select a new skill and repeat the process. This is an additional Plan Worksheet for you to copy and use each time.

The skill I am going to improve is:

Which is a:    

To improve this skill, I am going to do the following on a regular basis:

Tasks:

Deadline:

I know I will have made progress when:

I will discuss my progress with my manager on: _____

As you implement your plan and get feedback from others, you may adjust your plan. Please note the adjustments below:

Signed (participant)

Signed (manager)

V. FEEDBACK DETAILS

The following sections of the report display the details of your feedback. Some people like tables, others like charts. We've provided both.

Do not feel like you have to look at all the pages. Find the charts and tables that are most useful for you and don't worry about the rest. Here's what's in each section:

Competency Comparisons: A competency is a collection of related skills. These competency sections display the average scores for each rater group, for all skills in each competency.

Overall Score Comparisons: This page displays the scores for each skill, organized high to low. Your greatest strengths are at the top of the graph. Your most significant weaknesses are at the bottom of the graph. The table to the right displays the Self and Manager score.

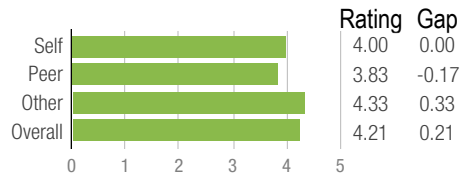
Overall / Self Gap Comparison: This page displays the gap between the overall score and your score for each skill. The skills are organized with the highest positive gap at the top - these are potential Hidden Treasures - and the greatest negative gaps at the bottom - these are potential Vulnerabilities.

Skill Text and Graphs for Each Skill: These pages display each skill and related scores in numerical order. It includes the complete skill text and the short summary text. The skill results are displayed in a graphical format.

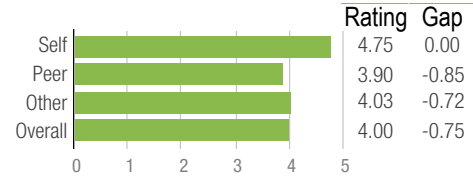
V. FEEDBACK - Competency Comparisons

This section displays the average rater group score for each competency.

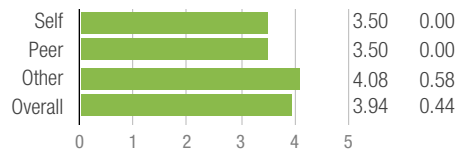
1 Personal/Interpersonal (IN)



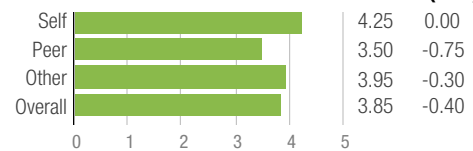
2 Communication (CM)



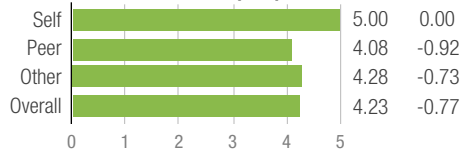
3 People Orientation/Leadership (PL)



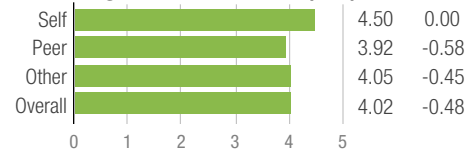
4 Customer Orientation - Int/Ext (CO)



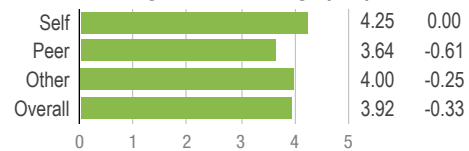
5 Team Orientation (TO)



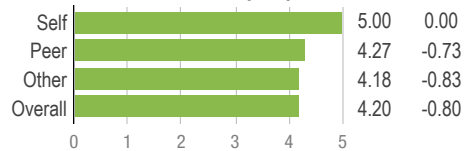
6 Strategic Orientation (SO)



7 Productivity/Proactivity (PP)



8 Professionalism (PR)



1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Overall Score Comparisons

The questions below are listed by Overall score. The highest Overall score is at the top of the list and the lowest Overall score is at the bottom. The Overall score is the average of all responses except Self.

Competency	Question	Overall Score	Self Score	Peer Score
Team Orientation (TO)	17. Dependable	4.38	5.00	4.00
Personal/Interpersonal (IN)	3. Handles Pressure	4.38	4.00	4.00
Professionalism (PR)	31. Sensitive Information	4.33	5.00	4.50
Team Orientation (TO)	20. Supportive	4.31	5.00	4.00
Personal/Interpersonal (IN)	4. Positive Influence	4.23	4.00	3.67
Personal/Interpersonal (IN)	2. Empowering	4.23	4.00	4.00
Communication (CM)	5. Truthful	4.23	5.00	4.33
Team Orientation (TO)	18. Team-focused	4.23	5.00	4.33
Productivity/Proactivity (PP)	26. Multi-tasks	4.17	5.00	4.00
People Orientation/Leadership (PL)	11. Listens	4.15	4.00	3.33
Professionalism (PR)	32. Responsible	4.15	5.00	4.33
Strategic Orientation (SO)	23. Creates Alignment	4.15	4.00	4.00
Professionalism (PR)	29. Models Ethics	4.15	5.00	4.00
Professionalism (PR)	30. Follows Through	4.15	5.00	4.33
Strategic Orientation (SO)	24. Measures Results	4.08	5.00	4.00
Strategic Orientation (SO)	22. Prioritizes	4.08	5.00	3.67
Customer Orientation - Int/Ext (CO)	16. Positive Relationships	4.08	5.00	4.00
Personal/Interpersonal (IN)	1. Vision	4.00	4.00	3.67
Team Orientation (TO)	19. Shows Respect	4.00	5.00	4.00
Productivity/Proactivity (PP)	27. Improves Results	4.00	4.00	3.67
People Orientation/Leadership (PL)	10. Gives Recognition	4.00	3.00	3.33
Communication (CM)	8. Timely Information	4.00	4.00	3.67
Productivity/Proactivity (PP)	25. Resource Allocation	3.92	4.00	3.67
Communication (CM)	6. Trusted	3.92	5.00	4.00
People Orientation/Leadership (PL)	12. Accountability	3.91	4.00	4.00

V. FEEDBACK - Overall Score Comparisons

The questions below are listed by Overall score. The highest Overall score is at the top of the list and the lowest Overall score is at the bottom. The Overall score is the average of all responses except Self.

Competency	Question	Overall Score		Self Score	Peer Score
Customer Orientation - Int/Ext (CO)	14. Innovates	3.83		5.00	3.67
Communication (CM)	7. Shares Learning	3.82		5.00	3.50
Customer Orientation - Int/Ext (CO)	13. Advocates	3.77		4.00	3.00
Strategic Orientation (SO)	21. Clear Standards	3.75		4.00	4.00
People Orientation/ Leadership (PL)	9. Nurturing	3.67		3.00	3.33
Customer Orientation - Int/Ext (CO)	15. Solicits Feedback	3.67		3.00	3.00
Productivity/ Proactivity (PP)	28. Has Contingencies	3.58		4.00	3.00

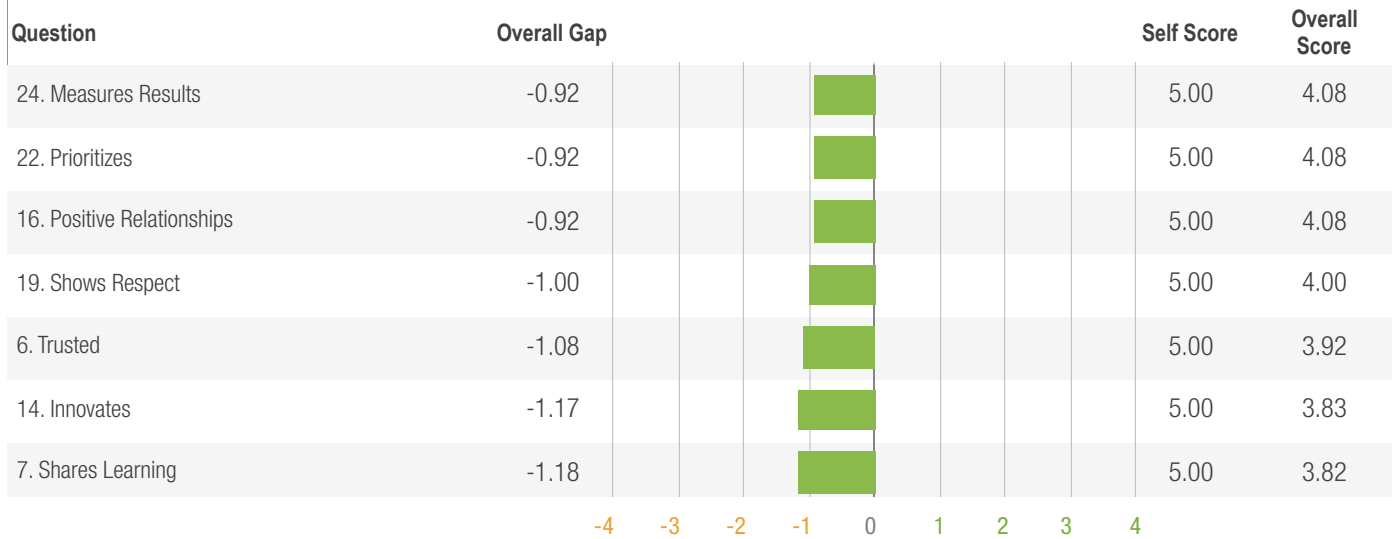
V. FEEDBACK - Overall / Self Gap Comparison

This graph displays the gap score showing the difference between the Overall score and the Self score for each question. Bars to the right of (0) are potential Hidden Treasures. Bars to the left of (0) are potential Vulnerabilities.



V. FEEDBACK - Overall / Self Gap Comparison

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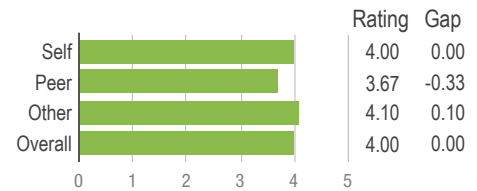


V. FEEDBACK - Skill Text and Scores

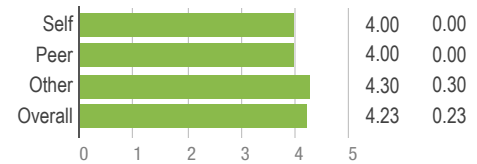
Personal/Interpersonal (IN)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

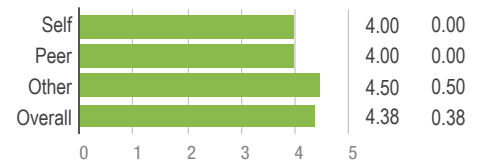
1. Vision Inspires enthusiasm in others.



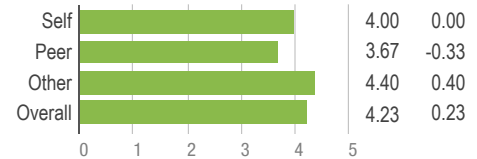
2. Empowering Builds positive relationships with coworkers.



3. Handles Pressure Personally maintains composure under pressure.



4. Positive Influence Maintains a positive outlook.



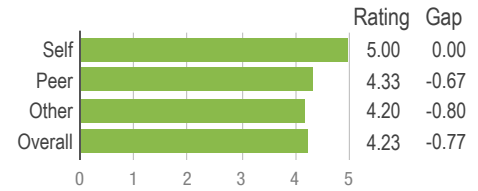
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

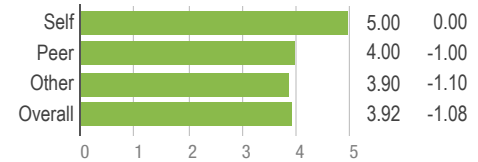
Communication (CM)

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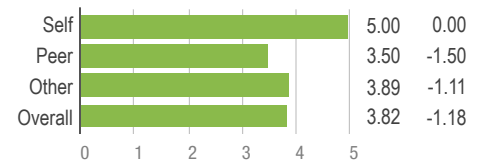
5. Truthful Consistently communicates truthfully.



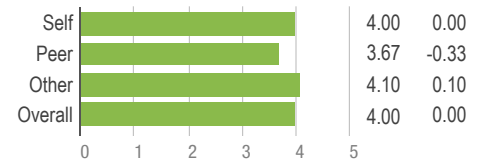
6. Trusted Creates a safe atmosphere for candid feedback.



7. Shares Learning Shares learning with fellow employees.



8. Timely Information Provides timely information.



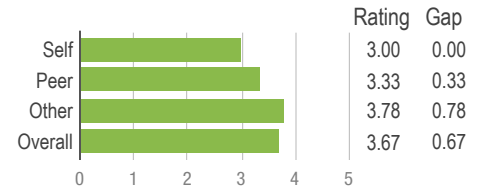
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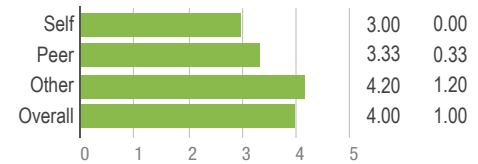
People Orientation/Leadership (PL)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

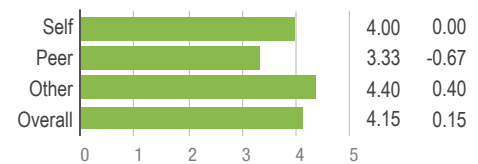
9. Nurturing Nurtures continuous learning and improvement in others.



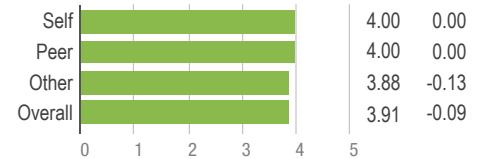
10. Gives Recognition Provides meaningful recognition for a job well done.



11. Listens Listens without interrupting.



12. Accountability Deals effectively with poor performers.



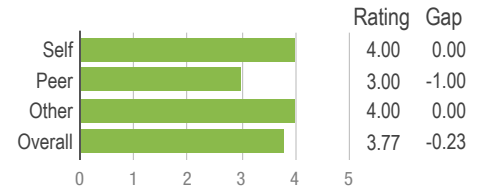
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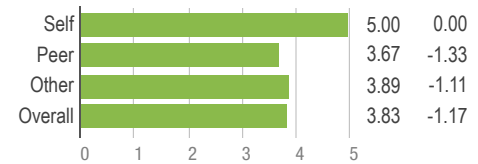
Customer Orientation - Int/Ext (CO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

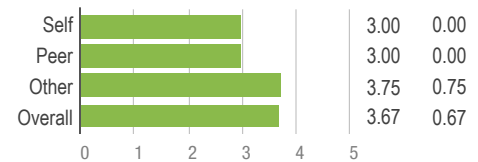
13. Advocates Advocates customers' perspectives.



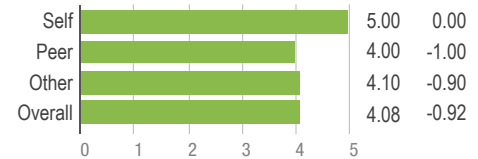
14. Innovates Promotes changes that add value to customers.



15. Solicits Feedback Actively seeks feedback from customers.



16. Positive Relationships Maintains positive relationships with customers.



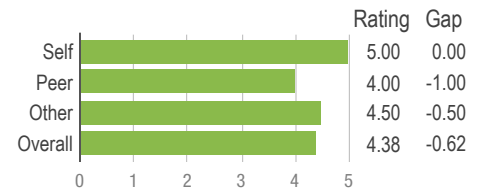
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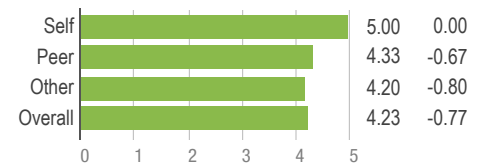
Team Orientation (TO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

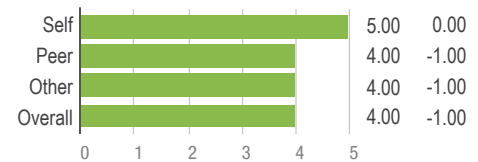
17. Dependable Demonstrates a strong commitment to team's success.



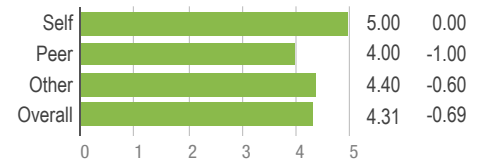
18. Team-focused Puts the good of the group ahead of self interest.



19. Shows Respect Shows respect for all team members.



20. Supportive Assists and supports team members in achieving team objectives.



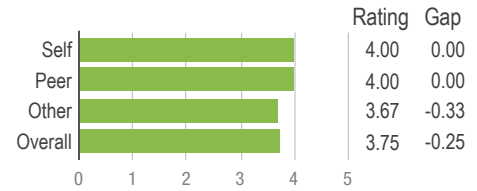
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

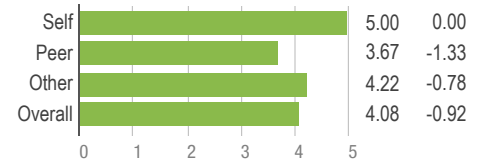
Strategic Orientation (SO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

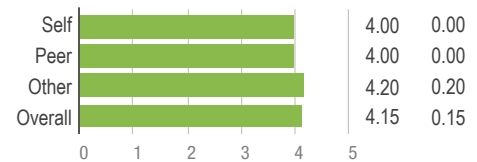
21. Clear Standards Sets clear directions.



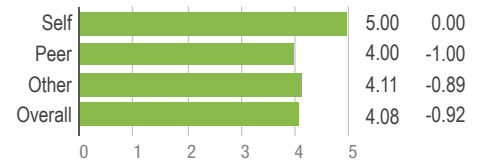
22. Prioritizes Spends time on what's important.



23. Creates Alignment Aligns team initiatives with company mission.



24. Measures Results Establishes systems for measuring results.



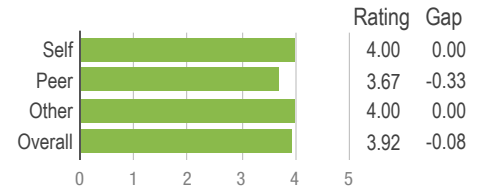
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V. FEEDBACK - Skill Text and Scores

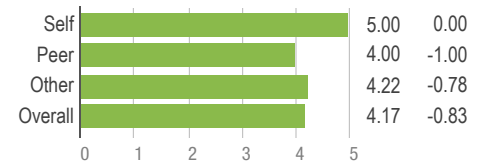
Productivity/Proactivity (PP)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

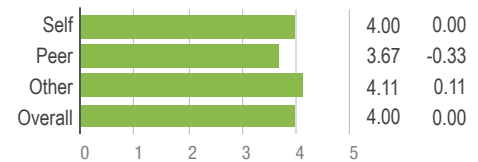
25. Resource Allocation Allocates company resources effectively.



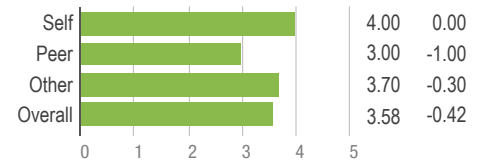
26. Multi-tasks Manages multiple projects efficiently.



27. Improves Results Implements process improvements to enhance results.



28. Has Contingencies Develops contingency plans for potential problems.



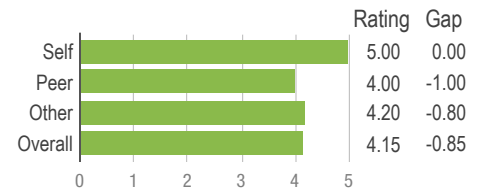
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V. FEEDBACK - Skill Text and Scores

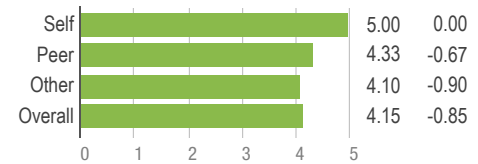
Professionalism (PR)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

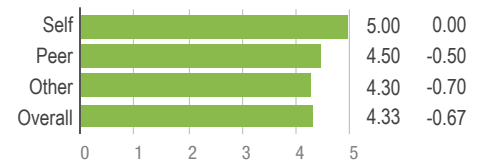
29. Models Ethics Sets a good example of ethics and character.



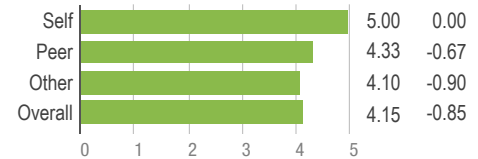
30. Follows Through Consistently follows through with commitments.



31. Sensitive Information Appropriately deals with sensitive information.



32. Responsible Accepts responsibility for own mistakes.



1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

COMMENTS

What should this individual START doing to maximize his/her leadership effectiveness?

Peer

- Look for opportunities to communicate via the company newsletter. Employees have seen dramatic improvements in their benefits, pay and working conditions because of the investments of time and financial resources you made. Don't be shy about talking about it. It's a
- Engage more in the sales process and lead generation. Simon has tremendous knowledge, his ability to harness/focus this knowledge will create opportunities.
- big picture appreciate things that cant be measured
trust
grateful
over communicate

Other

- Become more involved
- Work with groups outside his own team. Establish more of a presence across service lines. Expand his inner circle and engage/invest in the professional development of other group leadership.
- Look for opportunities to develop relationships in our office and other offices. He has a lot to offer the broader company.
- Simon could have more of a presence within the company. I think if you asked employees in the offices outside of here, they may not know his role or purpose in our Company. My time is limited with Simon, but we have worked on several projects together and while the outcomes have not all been favorable for the company, my experiences with him have been great.
- Simon is great with the Sales team and our office. He could probably get more familiar with everyone in the other offices as we've had many new employees come onboard.

What should this individual STOP doing to maximize his/her leadership effectiveness?

Peer

- None
- I haven't been at the company a long time so I can't pinpoint a specific for Simon to stop doing. That said, maybe this is as much of a START as a STOP, but engaging the staff in a supportive, positive way is something we can do better at. Approaching situations evenly from a disposition perspective is huge as we grow and add talent.
- putting teams over one another

Other

- No comment
- Simon can be a difficult read - While i have known him to be always open to discussion I believe that others may not view him this way and may see him as unapproachable.
- Look at other teams as below or beneath
Feeding the us vs. them mentality
- I can't think of anything Simon should stop doing.

What should this individual CONTINUE doing to maximize his/her leadership effectiveness?

Peer

- Continue to be a champion for structure and process that build efficiencies across the enterprise. Continue measuring and evaluating investments.
- Continue trusting the process of what we are doing. It is a huge leap for someone in Simon position to be so open and embracing to a new direction. I have personally felt very supported.

Other

- Same
- Simon should continue to rely on the competence and quality of the key people that he has put in place.
- Pushing his group to get better. Working to make our company the best in the industry. Try to new approaches to improve workflow and results.
- Straight forward talk and continue to promote the culture of "just get the job done"
- When coming to our office he can make sure he makes the rounds and possible engage with some employees he hasn't engaged with. Simon is tasked oriented, but I think it's important that employees know who he is.
- Simon usually has a very positive, laid back attitude which creates a good environment (for most) to get their work done and achieve their goals. If you show him what you can do and gain his trust, he will give you the latitude to handle things how you see fit. It's a great quality in a leader.
- Continue to acknowledge team member achievements and creating a positive, fun work environment. You have definitely had a positive influence on morale.