



Leadership 360

Personalized Report for: Sample Report

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Introduction to Leadership 360

Dear Sample,

Research* clearly shows that **outstanding leaders focus mostly on their strengths**. Many of us have been hard-wired by family, school, the workplace, etc. to believe that each person's greatest room for improvement and career advancement is in overcoming areas of greatest weaknesses. The current research contradicts this latter belief.

* The Gallup Organization's twenty-year study with over 200,000 managers decisively concluded that "Each person's greatest room for improvement and career advancement is in the areas of their greatest strengths."

We at Leadership360 find it interesting, even among ourselves, that people in general are not wired to ask the following seemingly obvious questions:

- How can I use my strengths in more areas of my work?
- How can I strengthen a strength?
- How can I more effectively help others, especially direct reports, identify and use their strengths?

Instead of asking such questions, we become fixated with our weaknesses. Most of you will see this tendency in yourself as you look through your own 360 feedback results. But Wait A Minute, Please! We want you to know that there is now a preponderance of research showing that most working people spend far too much time trying to fix their weaknesses while not spending nearly enough time utilizing their personal strengths. We would like you to cherish and find more ways to use your strengths, simply because this is where the highest levels of personal productivity will be achieved and career advancement will be found.

Of course, people have to overcome certain areas of weaknesses, especially if a weakness has a high negative impact on their productivity. But here's the bottom line: it is within our strengths that lie the true opportunities for world-class performance. Fixing weaknesses usually helps us prevent failure, yet doesn't bring us close to world-class performance. To make our case on focusing more on your strengths even stronger, we cite a highly rigorous and comprehensive IRS Study that concluded, "Building on strengths raises overall leadership effectiveness much more than correcting weaknesses."

Three Key Points as You Read Your Leadership360 Report

- Many outstanding leaders are not well rounded and this is sometimes reflected in their 360 results. Using their strengths to their fullest potential is much more important than scoring high in all leadership categories, according to researcher Marcus Buckingham.
- The information you receive in your Leadership360 Report is simply a compilation of people's perceptions. These perceptions may be objectively incorrect, but that's a moot point. Their perceptions are their reality and it's important that you appreciate that in order to have a chance in changing these perceptions.
- Don't accept the feedback too easily or reject it too quickly.

The Eight Leadership 360 Abilities

Communication Skills

The art of using words effectively to impart information or ideas in ways that resolve conflicts. Conducts constructive meetings. Expresses facts and ideas in an understandable and convincing manner. Listens well and considers other's opinions before coming to conclusions. Does not interrupt others. Master of self-awareness and self-management in coping with stressful situations. Mastery of self-awareness and self-management in coping with stressful situations.

Decision Making

The process by which one makes a conscious selection of a course of action from among available alternatives that is based on the best information available. Such a selection or decision is done in a timely manner appropriate to the challenge at hand. Important characteristics of good decision-making include influencing others of a wise course of action, carrying through on the course of action identified, and sound logic.

Promotes Innovation and Change

To create a work environment that encourages creative thinking and justifiable risk-taking. Being open to change and new information. Adapting behavior and work methods in response to new information, tolerating ambiguity, changing conditions, or unexpected obstacles. Identifying opportunities to develop new products and services.

Working Relationships

Creates an environment that encourages input and feedback by attentive listening. Positive responses and openness to alternative concepts by valuing diversity of ideas and cultural differences. Fostering an environment in which people can work together cooperatively and effectively in achieving organizational goals. Establishing and maintaining good working relationships with direct reports, peers, supervisor, and outsiders, as well as internal organizational units.

Leadership Skills

Creates a vision or goal for one's work unit and communicates it in a way that motivates others to implement it. Empowering people by sharing power, authority, and delegating responsibility. Actively builds staff's trust and commitment by mentoring, fostering good working relationships, and acting selflessly and with integrity.

Coaching Skills

Seeks out the very best of "what is" in terms of another's values, beliefs, and behaviors to help ignite "what might be." Helps people clarify their career goals and actively develop skills needed to achieve those goals. Continually challenges people to improve performance, while providing frequent and helpful development discussions and feedback.

Utilizes The Strengths of Others and Self

As discussed on page 2, leaders focus most of their time developing and using their strengths, and a smaller portion of time trying to overcome their shortfalls. Of course, you still have to work on strengthening your shortfalls, particularly those that have a significant impact on your productivity.

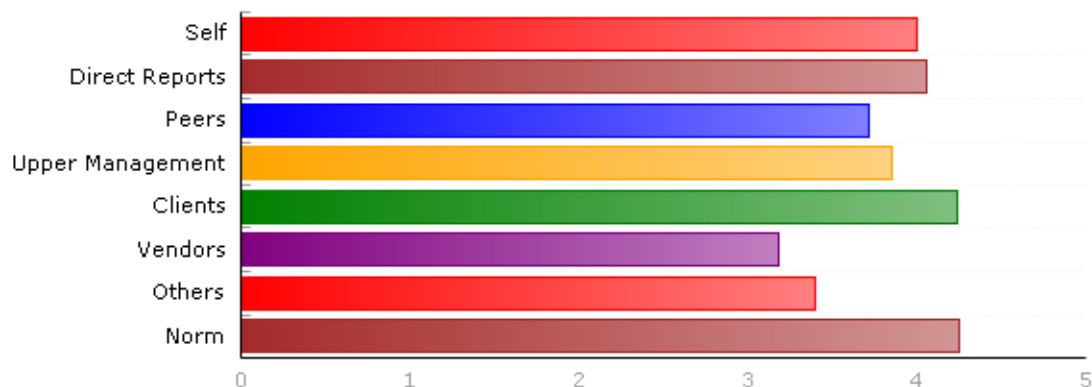
Team Development

Has the ability to influence a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the good of the team. Insures that team members understand their roles and responsibilities, while encouraging mutual accountability for successes and failures. Works cooperatively with other parts of the organization by building trust, creating synergy, and recognizing successes.

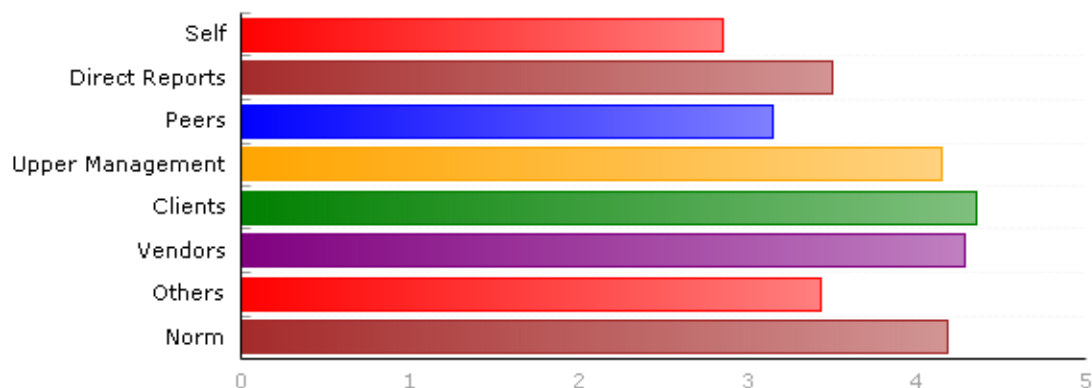
Leadership Ability Summary

Below are your results for the eight major leadership abilities included in the Leadership360 Assessment. The graphs provide your scores, as well as the averages of each Rater category that had the minimum required responses to appear on the graph.

Communication Skills - Personal Score - 3.84

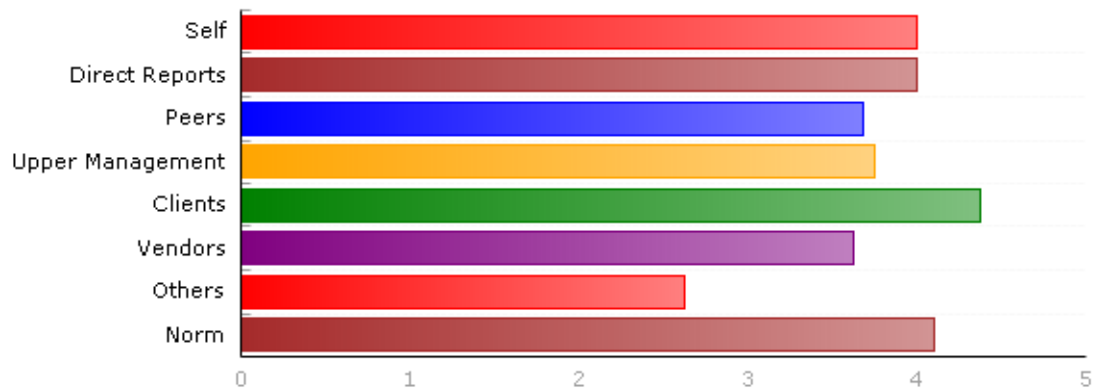


Decision Making - Your Personal Score - 3.71

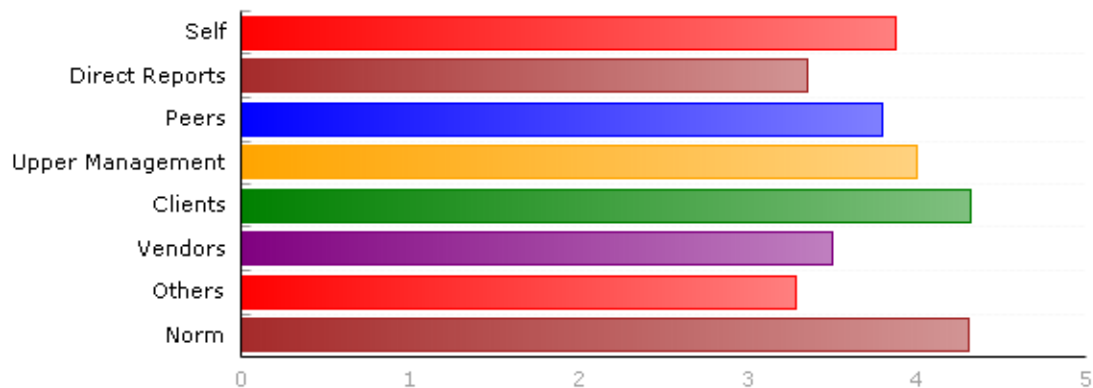


Leadership Ability Summary - Continued

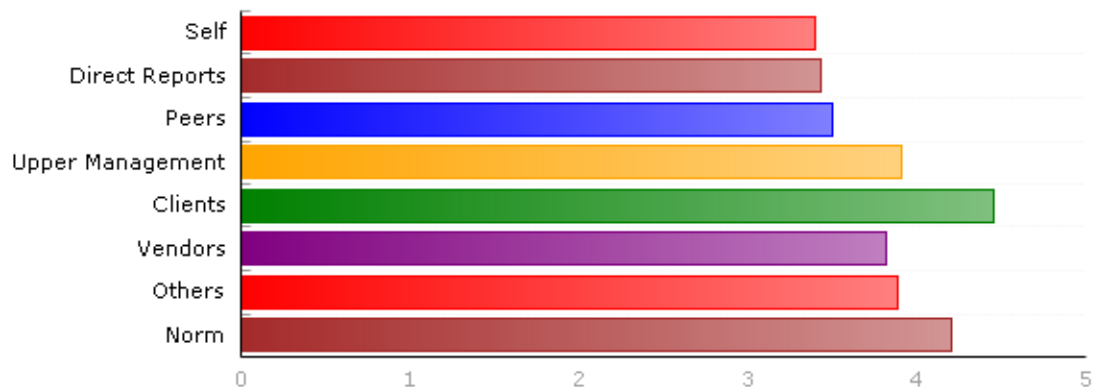
Promotes Innovation and Change - Your Personal Score - 3.80



Working Relationships - Your Personal Score - 3.80

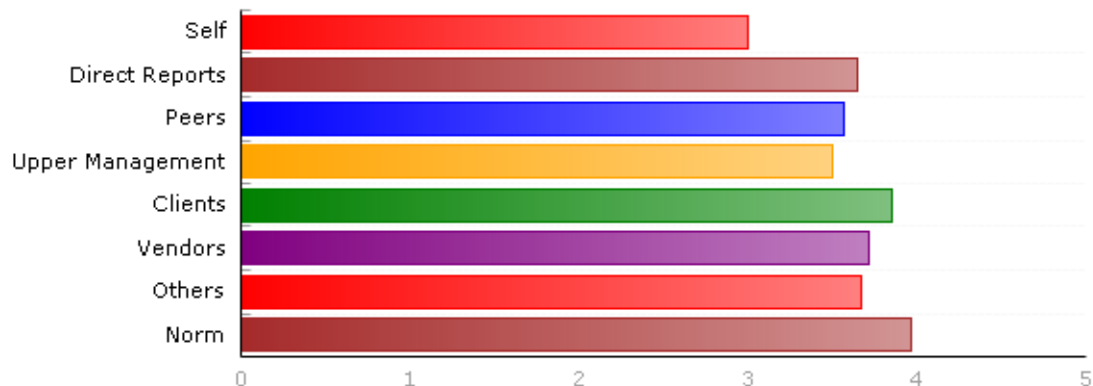


Leadership Skills - Your Personal Score - 3.79

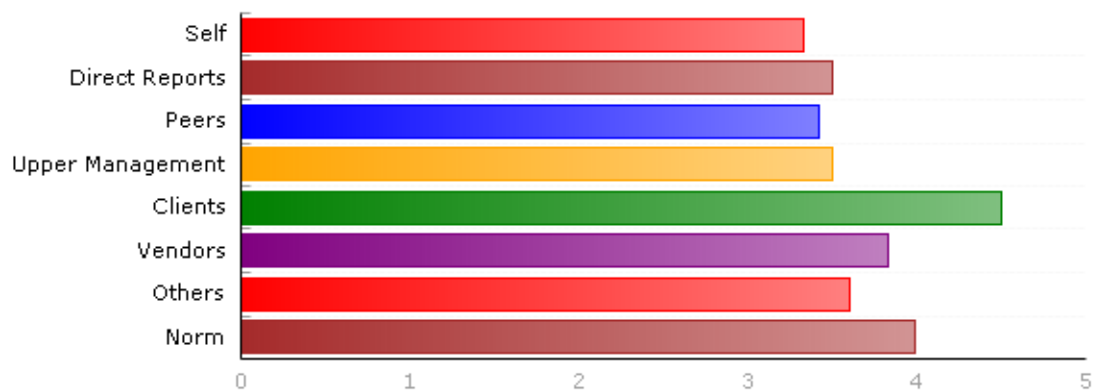


Leadership Ability Summary - Continued

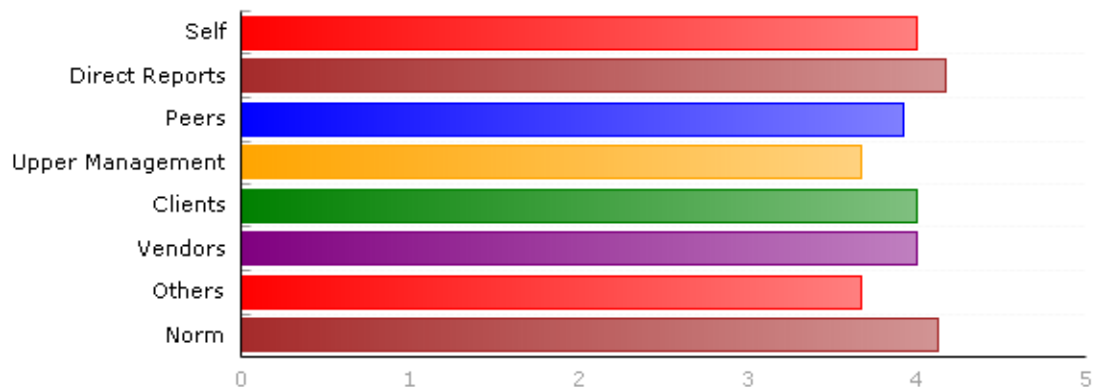
Coaching Skills - Your Personal Score - 3.59



Utilizes The Strengths of Others and Self - Your Personal Score - 3.69



Team Development - Your Personal Score - 3.92



Survey Results

Below are your results from the survey questions included in the Leadership360 Assessment. They are divided into the eight major leadership abilities and subdivided into skill areas. The tables provide your scores, as well as the number of Raters and the average of each Rater category that had at least three responses. The Difference between your score and the average of your Rater scores appears in the last row (under Your Scores) for each question.

- A plus (+) Difference score indicates that in general your Raters see you as more effective as it relates to this question than you see yourself.
- A minus (-) Difference score indicates that you see yourself as more effective than the average of all of your Raters.

Questions	Category	# of responses	Average within category
Communication Skills			
1. Responds to others' opinions in a constructive manner.	Self	1	5.00
	Direct Reports	2	5.00
	Peers	2	4.50
	Upper Management	2	4.50
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	5.00
	Variance		-0.30
2. Regularly disseminates necessary information.	Self	1	0.00
	Direct Reports	2	3.50
	Peers	2	4.00
	Upper Management	2	3.50
	Clients	2	3.50
	Vendors	1	2.00
	Others	1	3.00
	Variance		3.40
3. Makes clear oral presentations to groups.	Self	1	5.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	3.50
	Clients	2	5.00
	Vendors	1	3.00
	Others	1	4.00
	Variance		-1.44
4. Fosters an atmosphere of open communication.	Self	1	5.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	3.50
	Clients	2	5.00
	Vendors	1	5.00
	Others	1	5.00
	Variance		-1.00
5. Expresses facts and ideas in writing in a clear and organized manner.	Self	1	0.00
	Direct Reports	2	4.00
	Peers	2	3.50
	Upper Management	2	4.50
	Clients	2	4.50
	Vendors	1	4.00
	Others	1	0.00
	Variance		4.13

Questions	Category	# of responses	Average within category
6. When in conflict with others wants to understand their point of view.	Self	1	4.00
	Direct Reports	2	5.00
	Peers	2	3.50
	Upper Management	2	5.00
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	5.00
	Variance		0.50
7. Resolves conflicts and disagreements in a constructive manner.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	4.00
	Upper Management	2	5.00
	Clients	2	3.50
	Vendors	1	2.00
	Others	1	2.00
	Variance		0.43
8. Is good at defending own point of view to resistant audience.	Self	1	2.00
	Direct Reports	2	5.00
	Peers	2	5.00
	Upper Management	2	5.00
	Clients	2	4.00
	Vendors	1	3.00
	Others	1	1.00
	Variance		2.20
9. Handles criticism from others in the organization with poise.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	4.50
	Upper Management	2	3.50
	Clients	2	4.50
	Vendors	1	1.00
	Others	1	2.00
	Variance		0.56
10. Maintains level-headedness in the face of frustrating obstacles.	Self	1	4.00
	Direct Reports	2	4.00
	Peers	2	3.50
	Upper Management	2	2.50
	Clients	2	4.00
	Vendors	1	2.00
	Others	1	3.00
	Variance		-0.70
11. Has a "can do" attitude when faced with setbacks.	Self	1	5.00
	Direct Reports	2	2.00
	Peers	2	2.50
	Upper Management	2	2.50
	Clients	2	4.50
	Vendors	1	3.00
	Others	1	4.00
	Variance		-1.89

Questions	Category	# of responses	Average within category
Decision Making			
12. Follows through on decisions made.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	2.50
	Upper Management	2	4.00
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	3.00
	Variance		0.80
13. Makes decisions in a timely manner.	Self	1	5.00
	Direct Reports	2	4.00
	Peers	2	2.00
	Upper Management	2	5.00
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	4.00
	Variance		-1.10
14. Can make the tough decision when necessary.	Self	1	4.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	4.50
	Vendors	1	3.00
	Others	1	5.00
	Variance		-0.10
15. Has an effective system of ensuring that actions decided at meetings are carried through.	Self	1	3.00
	Direct Reports	2	2.50
	Peers	2	4.00
	Upper Management	2	3.50
	Clients	2	3.50
	Vendors	1	4.00
	Others	1	4.00
	Variance		0.50
16. Gets to the heart of a problem by identifying the elements of the problem effectively.	Self	1	2.00
	Direct Reports	2	2.50
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	3.00
	Variance		1.60
17. Makes the best decisions possible under pressure of having incomplete information.	Self	1	1.00
	Direct Reports	2	3.50
	Peers	2	4.00
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	4.00
	Others	1	2.00
	Variance		2.80
18. Structures meetings in ways that maximize the possibility for concrete results.	Self	1	2.00
	Direct Reports	2	4.50
	Peers	2	3.50
	Upper Management	2	3.50
	Clients	2	5.00
	Vendors	1	5.00
	Others	1	3.00
	Variance		2.10

Questions	Category	# of responses	Average within category
Promotes Innovation and Change			
19. Encourages creative thinking and innovation.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	4.00
	Upper Management	2	2.50
	Clients	2	5.00
	Vendors	1	3.00
	Others	1	4.00
	Variance		0.80
20. Asks questions that make other people see things differently.	Self	1	4.00
	Direct Reports	2	4.00
	Peers	2	4.50
	Upper Management	2	3.50
	Clients	2	4.50
	Vendors	1	4.00
	Others	1	2.00
	Variance		-0.10
21. Encourages direct reports to ask tough questions and to disagree.	Self	1	5.00
	Direct Reports	2	4.00
	Peers	2	3.50
	Upper Management	2	4.50
	Clients	2	4.00
	Vendors	1	2.00
	Others	1	1.00
	Variance		-1.50
22. Creates climate where others can offer ideas and take risks without fear of criticism or punishment.	Self	1	0.00
	Direct Reports	2	2.00
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	4.50
	Vendors	1	3.00
	Others	1	2.00
	Variance		3.44
23. Introduces change, even though there is a very likely chance that this change may antagonize an important voice, or voices, within the organization	Self	1	5.00
	Direct Reports	2	4.00
	Peers	2	4.50
	Upper Management	2	4.00
	Clients	2	5.00
	Vendors	1	5.00
	Others	1	3.00
	Variance		-0.70
24. Does a good job of prioritizing the order in which things should be done.	Self	1	4.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	3.50
	Vendors	1	4.00
	Others	1	2.00
	Variance		-0.50
25. Modifies plans suitably in response to changing conditions.	Self	1	3.00
	Direct Reports	2	4.50
	Peers	2	3.50
	Upper Management	2	4.50
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	4.00
	Variance		1.30
26. Creates buy-in and enthusiasm for change.	Self	1	4.00
	Direct Reports	2	5.00
	Peers	2	3.50
	Upper Management	2	2.00
	Clients	2	4.00
	Vendors	1	3.00
	Others	1	3.00
	Variance		-0.50

Questions	Category	# of responses	Average within category
Working Relationships			
27. Develops effective working relationships with direct reports.	Self	1	5.00
	Direct Reports	2	4.00
	Peers	2	4.50
	Upper Management	2	3.00
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	3.00
	Variance		-1.00
28. Develops effective working relationships with peers.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	3.50
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	2.00
	Others	1	1.00
	Variance		0.50
29. Develops an effective working relationship with supervisor.	Self	1	2.00
	Direct Reports	2	2.00
	Peers	2	4.00
	Upper Management	2	4.00
	Clients	2	4.00
	Vendors	1	3.00
	Others	1	2.00
	Variance		1.44
30. Develops effective working relationships with upper management.	Self	1	3.00
	Direct Reports	2	1.00
	Peers	2	4.00
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	4.00
	Variance		0.89
31. Is sensitive to cultural differences/makes appropriate accommodations.	Self	1	5.00
	Direct Reports	2	3.00
	Peers	2	4.00
	Upper Management	2	3.50
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	5.00
	Variance		-1.00
32. Makes time for others who seek ideas or help.	Self	1	4.00
	Direct Reports	2	3.00
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	3.00
	Variance		-0.30
33. Gives others recognition for good work.	Self	1	5.00
	Direct Reports	2	4.00
	Peers	2	4.00
	Upper Management	2	4.00
	Clients	2	3.50
	Vendors	1	2.00
	Others	1	5.00
	Variance		-1.20
34. Is a good listener.	Self	1	4.00
	Direct Reports	2	4.00
	Peers	2	3.00
	Upper Management	2	5.00
	Clients	2	4.00
	Vendors	1	3.00
	Others	1	0.00
	Variance		0.00

Questions	Category	# of responses	Average within category
Leadership Skills			
35. Is outstanding in his or her professional specialty.	Self	1	5.00
	Direct Reports	2	3.50
	Peers	2	4.50
	Upper Management	2	5.00
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	0.00
	Variance		-0.56
36. Communicates the vision of desired results in ways that builds commitment among team members.	Self	1	0.00
	Direct Reports	2	5.00
	Peers	2	4.50
	Upper Management	2	3.50
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	3.00
	Variance		4.30
37. Gives subordinates the sense of being an integral part of something important.	Self	1	5.00
	Direct Reports	2	3.00
	Peers	2	3.00
	Upper Management	2	3.50
	Clients	2	4.00
	Vendors	1	3.00
	Others	1	4.00
	Variance		-1.56
38. Accepts responsibility for own mistakes.	Self	1	4.00
	Direct Reports	2	4.50
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	5.00
	Variance		0.30
39. Does not try to cover up mistakes.	Self	1	3.00
	Direct Reports	2	2.50
	Peers	2	3.00
	Upper Management	2	3.50
	Clients	2	4.00
	Vendors	1	2.00
	Others	1	2.00
	Variance		0.00
40. Tells the truth.	Self	1	2.00
	Direct Reports	2	2.50
	Peers	2	2.00
	Upper Management	2	4.00
	Clients	2	5.00
	Vendors	1	3.00
	Others	1	3.00
	Variance		1.30
41. Delegates decision making to the lowest proper employee level in order to give that employee a true sense of empowerment and/or a chance for professional development.	Self	1	1.00
	Direct Reports	2	2.50
	Peers	2	3.50
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	5.00
	Variance		2.90
42. Delegates tasks, not to just to get rid of these tasks for him/her self, but to help a subordinate's professional growth and/or increase office efficiency.	Self	1	2.00
	Direct Reports	2	3.50
	Peers	2	4.00
	Upper Management	2	4.00
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	4.00
	Variance		2.10

Questions	Category	# of responses	Average within category
43. When delegating, teaches others to think ahead about potential problems and how to overcome them.	Self	1	3.00
	Direct Reports	2	3.50
	Peers	2	4.50
	Upper Management	2	4.00
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	0.00
	Variance		1.11
44. Has successfully separated self from prior position within the organization, and therefore is at ease delegating those tasks he/she used to perform.	Self	1	4.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	4.00
	Clients	2	4.00
	Vendors	1	3.00
	Others	1	5.00
	Variance		-0.30
45. When delegating a new task to an inexperienced employee, creates time to actively teach them along the way.	Self	1	5.00
	Direct Reports	2	3.50
	Peers	2	3.50
	Upper Management	2	3.00
	Clients	2	4.00
	Vendors	1	4.00
	Others	1	4.00
	Variance		-1.40

Questions	Category	# of responses	Average within category
Coaching Skills			
46. Adapts to the learning style and experience level of each employee.	Self	1	4.00
	Direct Reports	2	4.00
	Peers	2	3.50
	Upper Management	2	3.00
	Clients	2	4.00
	Vendors	1	2.00
	Others	1	3.00
	Variance		-0.60
47. Is patient and encouraging when helping team members develop new abilities.	Self	1	5.00
	Direct Reports	2	2.50
	Peers	2	4.00
	Upper Management	2	3.00
	Clients	2	4.50
	Vendors	1	3.00
	Others	1	2.00
	Variance		-1.70
48. Gives constructive feedback in a timely manner.	Self	1	4.00
	Direct Reports	2	4.00
	Peers	2	4.50
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	3.00
	Variance		0.20
49. Collaboratively develops measurable, specific and achievable objectives with each subordinate.	Self	1	3.00
	Direct Reports	2	4.50
	Peers	2	3.00
	Upper Management	2	4.00
	Clients	2	3.00
	Vendors	1	4.00
	Others	1	5.00
	Variance		0.80
50. Is very comfortable discussing strategies with employees that would enhance their career goals.	Self	1	2.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	4.00
	Variance		1.90
51. Actively looks for assignments for subordinates that will provide avenues for career enhancement.	Self	1	1.00
	Direct Reports	2	3.50
	Peers	2	3.00
	Upper Management	2	3.50
	Clients	2	3.50
	Vendors	1	4.00
	Others	1	0.00
	Variance		2.44
52. Models and teaches political savvy by identifying the internal and external factors that impact the work of the organization.	Self	1	2.00
	Direct Reports	2	3.50
	Peers	2	4.00
	Upper Management	2	2.50
	Clients	2	3.50
	Vendors	1	3.00
	Others	1	5.00
	Variance		1.50

Questions	Category	# of responses	Average within category
Utilizes The Strengths of Others and Self			
53. Designs each person's role based on his/her strengths as that person's job description allows.	Self	1	3.00
	Direct Reports	2	3.50
	Peers	2	4.00
	Upper Management	2	3.50
	Clients	2	5.00
	Vendors	1	4.00
	Others	1	4.00
	Variance		1.00
54. Helps people identify their own professional strengths so that they could spend more time using these strengths in their work environment.	Self	1	5.00
	Direct Reports	2	3.50
	Peers	2	3.50
	Upper Management	2	2.50
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	2.00
	Variance		-1.60
55. Encourages people to strengthen an existing strength. -- For example, if a person is good at networking, they are invited to meet with other networkers to learn from their knowledge and skills.	Self	1	4.00
	Direct Reports	2	4.00
	Peers	2	4.00
	Upper Management	2	3.50
	Clients	2	4.00
	Vendors	1	5.00
	Others	1	3.00
	Variance		-0.10
56. Encourages others to focus on their strengths.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	3.00
	Upper Management	2	4.50
	Clients	2	4.50
	Vendors	1	3.00
	Others	1	5.00
	Variance		1.00
57. Designs own professional work around personal strengths.	Self	1	2.00
	Direct Reports	2	3.00
	Peers	2	2.50
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	4.00
	Others	1	4.00
	Variance		1.60
58. Sees focusing on people's strengths as equally (if not more) important than assisting people in their areas of weaknesses.	Self	1	3.00
	Direct Reports	2	3.00
	Peers	2	3.50
	Upper Management	2	3.00
	Clients	2	5.00
	Vendors	1	2.00
	Others	1	0.00
	Variance		0.44

Questions	Category	# of responses	Average within category
Team Development			
59. Motivates people to want to accomplish results as a team.	Self	1	4.00
	Direct Reports	2	5.00
	Peers	2	5.00
	Upper Management	2	3.50
	Clients	2	3.50
	Vendors	1	3.00
	Others	1	5.00
	Variance		0.20
60. Sets a climate where a group of people working as a team accept mutual responsibility for the their final product.	Self	1	3.00
	Direct Reports	2	4.50
	Peers	2	4.50
	Upper Management	2	3.50
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	3.00
	Variance		1.20
61. Celebrates team accomplishments.	Self	1	5.00
	Direct Reports	2	4.50
	Peers	2	3.00
	Upper Management	2	5.00
	Clients	2	3.50
	Vendors	1	4.00
	Others	1	2.00
	Variance		-1.20
62. Consistently develops and sustains cooperative working relationships throughout the organization.	Self	1	4.00
	Direct Reports	2	3.50
	Peers	2	3.50
	Upper Management	2	4.00
	Clients	2	4.50
	Vendors	1	5.00
	Others	1	4.00
	Variance		0.00
63. Collaborates across boundaries and finds common ground with stakeholders.	Self	1	5.00
	Direct Reports	2	3.50
	Peers	2	3.50
	Upper Management	2	3.50
	Clients	1	3.00
	Vendors	1	4.00
	Others	1	3.00
	Variance		-1.56
64. Possesses the skills to influence the group dynamics so consensus can be more easily achieved even when s/he has little or no "positional" power.	Self	1	3.00
	Direct Reports	2	4.00
	Peers	2	4.00
	Upper Management	2	2.50
	Clients	1	5.00
	Vendors	1	3.00
	Others	1	5.00
	Variance		0.78

Your Strength Areas

The strength areas give you a snapshot of what areas your Raters feel are your greatest strengths. Below are listed the five questions with the highest combined average scores of only your Raters. These are listed with the highest ranking area first.

Questions Relating to Strengths	Average
1. Responds to others' opinions in a constructive manner.	4.70
6. When in conflict with others wants to understand their point of view.	4.50
35. Is outstanding in his or her professional specialty.	4.44
23. Introduces change, even though there is a very likely chance that this change may antagonize an important voice, or voices, within the organization	4.30
25. Modifies plans suitably in response to changing conditions.	4.30

Areas Needing Improvement

The areas needing improvement give you a snapshot of what areas your Raters feel you may need some improvement. Below are listed the five questions with the lowest combined average scores of only your Raters. These are listed with the lowest ranking area first.

Questions Relating to Areas of Improvements	Average
39. Does not try to cover up mistakes.	3.00
11. Has a "can do" attitude when faced with setbacks.	3.11
10. Maintains level-headedness in the face of frustrating obstacles.	3.30
40. Tells the truth.	3.30
47. Is patient and encouraging when helping team members develop new abilities.	3.30

Blind Spots

Below are listed the five questions with the greatest discrepancy between how you rated yourself and how your Raters rated you. All sixty-four questions were considered. This is an area we call a blind spot. These are listed with the highest discrepancy ranking first.

A plus (+) sign can be interpreted as "good." It means you scored yourself lower than the sum of your Raters. On the other hand, a minus (-) sign means you scored yourself higher than the sum of your Raters.

Questions Relating to Blind Spots	Average
41. Delegates decision making to the lowest proper employee level in order to give that employee a true sense of empowerment and/or a chance for professional development.	+2.90
17. Makes the best decisions possible under pressure of having incomplete information.	+2.80
51. Actively looks for assignments for subordinates that will provide avenues for career enhancement.	+2.44
8. Is good at defending own point of view to resistant audience.	+2.20
18. Structures meetings in ways that maximize the possibility for concrete results.	+2.10

Consider the following when examining the blind spots above:

We recommend that you basically let-it-be... If you have a "negative" blind spot that does not have a negative impact on your job performance or quality of life. If it does have an impact, then you should take action. The best way to be sure about its impact is by asking people you trust for their opinions and suggestions regarding the blind spot in question.

We also recommend you take the time to thoroughly enjoy a "blind spot" that indicates a positive score of at least 0.5 or more, with one significant qualification. If you were purposely giving yourself low scores to guard yourself against disappointment in the belief that raters were going to be marking you low also, then we ask you to consider how this dynamic may be a pattern in your life? Does it affect your effectiveness in areas such as risk-taking; taking an unpopular stand you believe is correct; hypersensitivity to negative feedback; etc.?

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