



# *engage* Leader 360 Leadership Feedback Report

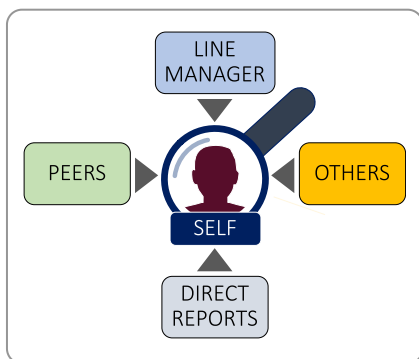
for Alex Andria

13 Apr 2023

## More About the Narrative Feedback Report

The **360 multi-rater process** is designed to help you with your **professional development** as an **Engaged Leader**. The 360 feedback report is generated from feedback gathered from yourself as well as from your colleagues who participated in the assessment process. When used constructively, the feedback will provide you with a better understanding of how your **behavior** impacts the engagement level of your team, and what you can do to optimize your effectiveness as an **Engaged Leader**. It will also encourage candid and honest **communications** between you and your colleagues and will help to **guide** your **conversations** with them.






### 360 Assessment Rater Group Participation



Rater Groups	Raters
• <b>Self-assessment</b> - how you rated yourself	2
• <b>Line manager</b> - how your direct manager rated you	2
• <b>Direct reports</b> - how your team members rated you	2
• <b>Peers</b> - how your colleagues rated you	2
• <b>Others</b> - how others rated you	2

### Assessment Rating Scales & Scoring System

The raters were asked to provide feedback on a number of **multiple choice questions** with a **five point scale**. The **scores** in the report are shown as an average assessment score out of a total of **10**. The higher the score, the more positive you were rated for a particular survey question or dimension. Scores of **8.5** and higher can generally be viewed as a **good score**, while scores below **6.0** can be viewed as a **low score**.

				
<b>1: Never</b> displays this behaviour	<b>2: Seldomly</b> displays this behaviour	<b>3: Sometimes</b> displays this behaviour	<b>4: Often</b> displays this behaviour	<b>5: Always</b> displays this behaviour

To protect the anonymity of the raters for the **Peers**, **Direct Reports** and **Others** rater groups, scores will not be shown if there are fewer than **3 respondents** for a rater group - the scores will instead be combined and shown as part of the overall score for all rater groups. An **empty bar graph** with a **question mark** will be shown if there are **insufficient** responses for a rater group.



# Summary of your Leadership Dimension Scores

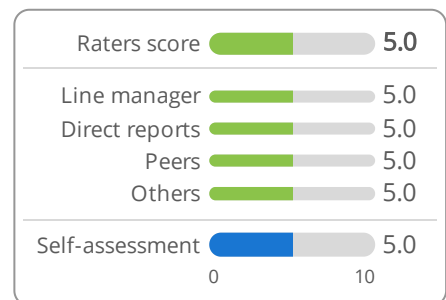
The **Engage Leader 360** assessment evaluates your leadership behavior according to 11 leadership dimensions, and will highlight your **strengths** as well as the **developmental opportunities** that you should focus on to optimize your **effectiveness** as an engaged leader.

The following section summarizes your **combined rater scores**, as well as your **scores per rater group**, for the different **Engage Leader 360 dimensions**, followed by a short explanation and a breakdown of the scores for each of the dimensions. Please note that in this report the **combined rater scores** do **not** include your **self-assessment scores**.



# Summary of your Leadership Behavioral Effectiveness Scores

The **Engage Leader 360** assessment will also provide you with guidance on **why**, **how** and **when** to change your behavior to drive and sustain engagement in your team. The section below summarizes your rater scores according to three behavioral themes: **Presence** (does the leader display this behavior); **Application** (does the leader apply this behavior); and **Impact** (what is the impact if the leader does this well).



	<b>Presence</b> Does the leader display this behavior?	Raters score  5.0 Self-assess  5.0 0 10	Line manager  5.0 Direct reports  5.0 Peers  5.0 Others  5.0
	<b>Application</b> Does the leader apply this behavior?	Raters score  5.0 Self-assess  5.0 0 10	Line manager  5.0 Direct reports  5.0 Peers  5.0 Others  5.0
	<b>Impact</b> What is the impact if the leader does this well?	Raters score  5.0 Self-assess  5.0 0 10	Line manager  5.0 Direct reports  5.0 Peers  5.0 Others  5.0

# Key Leadership Strengths: Keep on Doing

The section below summarizes the three leadership dimensions that you have scored the highest in, and will help you to build upon what you do well.

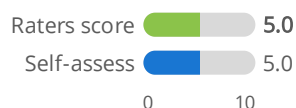


## Driving Collaboration

Drives collaboration between teams, team members and all stakeholders

Collaborative leaders create work environments that are open and inclusive and where team members feel encouraged and safe to speak up.

Your team appears to be experiencing a great sense of inclusion and open communications. Continue to provide your team with opportunities for teamwork and collaboration through group projects, and encourage them to collaborate on tasks.

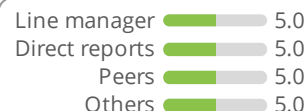
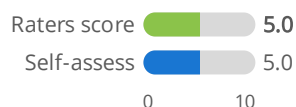


## Motivating Others

Inspires commitment in others with respect to achieving organizational goals

Leaders who praise achievements and recognize excellence will inspire people to excel whilst also showing that they care about people as well as results.

Your team seems to be inspired to excel by the praise and recognition that you are providing them. Keep on motivating your team members by highlighting the meaningfulness of their contributions – it will provide them with a sense of success and fulfillment.

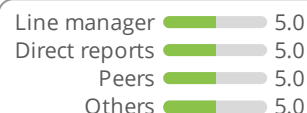
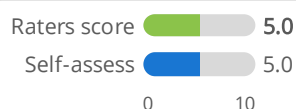


## Developing Talent

Invests time, effort and resources to develop team members

Leaders are responsible for allowing team members to develop and grow so they can reach their full potential and realize their aspirations.

Your team seems to feel more than satisfied with the opportunities they get to develop and grow professionally. So keep on asking your team members about their aspirations, discuss their options for training with them, and help them to identify opportunities to learn.



# Developmental Opportunities: Priority Focus Areas

To provide you with some guidance on how to improve your effectiveness as an engaged leader, the two leadership dimensions that you have scored the lowest on are highlighted in the following section.

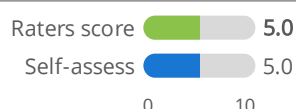


## Setting Direction

Sets clear direction and strategy that team members can understand and follow

Leaders must set a direction for their teams that will create a sense of shared purpose and that will guide behavior.

Your relatively low score for **Setting Direction** seems to indicate that there is scope for improvement in the way you set direction for your team and in the way they share a common purpose that guides their expectations and their behavior.



## Suggestions for Improving this Dimension



### Presence

Do you display this behavior?

- **Clearly communicate the vision** – set direction by outlining your team’s goals and objectives and explaining how each team member’s work contributes to the overall vision.
- **Provide regular updates** – provide regular progress updates regarding the achievement of goals and objectives with visual aids such as dashboards, scorecards, or progress reports.



### Application

Do you apply this behavior?

- **Explain the “Why”** – take your team along on the journey and get their buy-in by explaining why the direction you are proposing really matters and how their contributions will help.
- **Provide a balanced direction** – be specific about the expected outcomes, but provide your team with the autonomy and flexibility to decide how they want to get the job done.
- **Be specific about deadlines** – help your team to set priorities and manage their own workload by setting and communicating realistic target dates for deliverables.



### Impact

What is the impact of this behavior?

- **Strategic alignment** – ensure the direction you set are properly aligned with the organizational goals and are supported by realistic action plans and achievable milestones.
- **Accountability** – hold yourself and your team members accountable by setting clear expectations and being transparent about progress regarding the achievement of team goals.

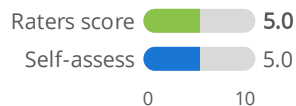


## Providing Feedback

Provides actionable feedback that improves individual and team performance

Providing constructive feedback to team members will help them to understand where they can improve and what they are doing well and should keep on doing.

Your score for the **Providing Feedback** dimension indicates that there may be room for improvement in the way you provide feedback to your team, which could have an impact on individual and team performance.



### Suggestions for Improving this Dimension



#### Presence

Do you display this behavior?

- **Be fully present and empathetic** - to provide better feedback, show you care by listening actively, making eye contact, understanding others' perspectives, and acknowledging emotions.
- **Provide regular opportunities for feedback** - foster a feedback culture with an open-door policy and regular team meetings, and by using feedback tools such as surveys, suggestion boxes, or feedback forms.



#### Application

Do you apply this behavior?

- **Encourage growth and development** - provide growth-oriented feedback promptly, focus on improvement rather than mistakes, and enable immediate action without waiting for performance reviews.
- **Begin a difficult conversation with a recognition** - balance critique with praise by starting a difficult conversation with one or two acknowledgments - it will help team members to feel valued and open to feedback.



#### Impact

What is the impact of this behavior?

- **Provide positive feedback** - lift morale with positive feedback on successful behaviors and make it a two-way conversation by listening actively, remaining open to feedback, and considering different perspectives.
- **Be consistent and follow up** - maximize the impact of feedback with regular follow-up on progress, and support team members with the necessary resources to achieve their goals.

## Breakdown of your Leadership Dimension Scores

A breakdown of the leadership assessment scores per dimension, question and rater group is provided in the following section.

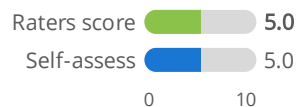
	<b>Setting Direction</b>	Sets clear direction and strategy that team members can understand and follow	Raters score  5.0 Self-assess  5.0 0 10	Line manager  5.0 Direct reports  5.0 Peers  5.0 Others  5.0
Does he/she provide direction and set clear goals for the team?			Raters score  5.0	Self-assess  5.0
Does he/she clearly articulate his/her expectations to the team?			Raters score  5.0	Self-assess  5.0
How successful is his/her team in delivering on organizational goals?			Raters score  5.0	Self-assess  5.0
	<b>Motivating Others</b>	Inspires commitment in others with respect to achieving organizational goals	Raters score  5.0 Self-assess  5.0 0 10	Line manager  5.0 Direct reports  5.0 Peers  5.0 Others  5.0
Does he/she connect the team to the purpose and goals of the organization?			Raters score  5.0	Self-assess  5.0
Does he/she successfully motivate the team to perform?			Raters score  5.0	Self-assess  5.0
Do you believe that he/she inspires commitment from the team?			Raters score  5.0	Self-assess  5.0
	<b>Developing Talent</b>	Invests time, effort and resources to develop team members	Raters score  5.0 Self-assess  5.0 0 10	Line manager  5.0 Direct reports  5.0 Peers  5.0 Others  5.0
How important is the development of team members to him/her?			Raters score  5.0	Self-assess  5.0
Does he/she create sufficient opportunities for team members to grow and develop their skills?			Raters score  5.0	Self-assess  5.0
To what degree have his/her team members managed to grow their careers under his/her leadership?			Raters score  5.0	Self-assess  5.0





## Driving Collaboration

Drives collaboration between teams, team members and all stakeholders



How open is he/she to collaborating with others?



Does he/she pro-actively invite feedback and inputs from others?

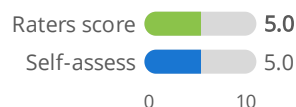


How well does his/her team work together and collaborate with other teams?



## Providing Feedback

Provides actionable feedback that improves individual and team performance



Does he/she create a safe environment where feedback is encouraged?



How often does he/she provide team members with actionable, constructive feedback regarding their performance?

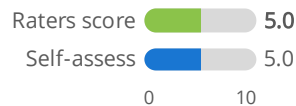


Does the feedback that he/she provide help to improve individual and team performance?



## Building Trust

Behaves with integrity and creates a culture of trust within the team



Does he/she behave with integrity and is he/she trustworthy?



Does he/she act in a way that inspires and builds trust within the team?

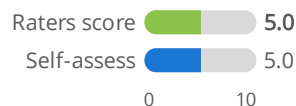


To what degree has he/she managed to create a work environment where team members can trust each other?



## Influencing Others

Gains agreement through persuasion, negotiation and managing conflict



Is he/she able to influence stakeholders to the benefit of the organization?



How effective is he/she as a negotiator who finds common ground with others?



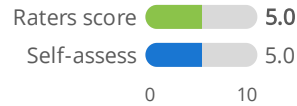
How effectively does he/she manage conflicting situations to find a way forward?





## Showing Empathy

Shows empathy and demonstrates care towards others



Does he/she generally try to see matters from the perspectives of others?



How much effort does he/she put into getting to know team members on a personal level?

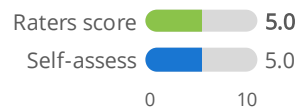


Has he/she managed to create a caring work environment where the wellbeing of the team is a priority?



## Embracing Change

Implement and manage change to create a responsive and change resilient culture



How open is he/she to change in the work environment?



How well does he/she implement and manage change in the work environment?

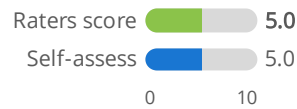


Has he/she managed to create a responsive team culture that adapts well to change?



## Voicing Opinions

Creates an open, responsive and listening work environment



How open is he/she to the suggestions and opinions of others?



Does he/she actively take action on the suggestions and opinions of others?

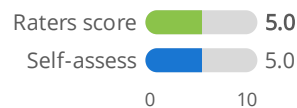


How successful is he/she in creating a work environment where everyone feel safe to voice their opinions?



## Recognizing & Rewarding

Recognizes and rewards team members for performance



Does he/she notice when a team member has done outstanding work?



Does he/she recognize and reward team members who have achieved or exceeded their performance goals?



Do his/her team members feel they are fairly rewarded for achieving team goals?



## General Feedback about You as a Leader

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All the Raters were asked to provide feedback regarding you as a leader. The comments below include your own feedback, as well as the anonymous feedback of all your Raters, and are shown exactly as they were entered.

### What do you do well and should you do more often?

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#### Your response:

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#### Anonymous comments by your Raters:

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### What should you do differently or maybe even stop doing altogether?

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#### Your response:

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#### Anonymous comments by your Raters:

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