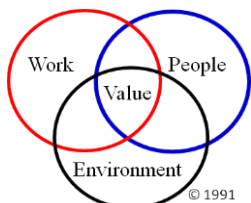
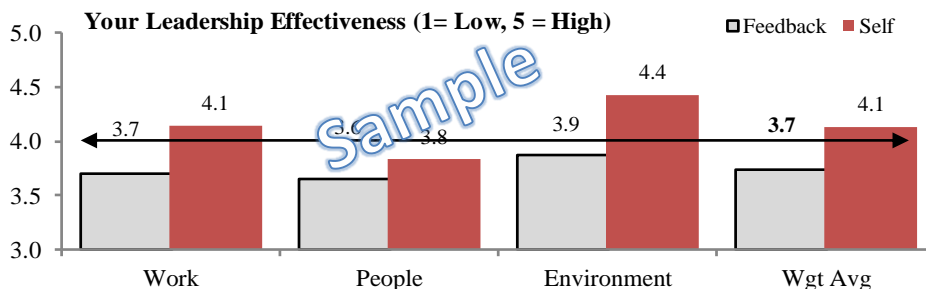


Participant's Name	Organization	Date
Pat Collins	ABC Corporation	October 25, 2016

**LEAD-360** (Leadership Evaluation And Development) measures leaders' performance and capabilities on 21 Competencies and 105 related Behaviors. Research shows these high-achievable standards predict success in business leader roles. This report compares your self-ratings to those from your invited feedback providers.



Successful leaders manage Work-People-Environment interactions to



**STRENGTHS INDICATED BY THE HIGHEST COMPETENCY RATINGS**

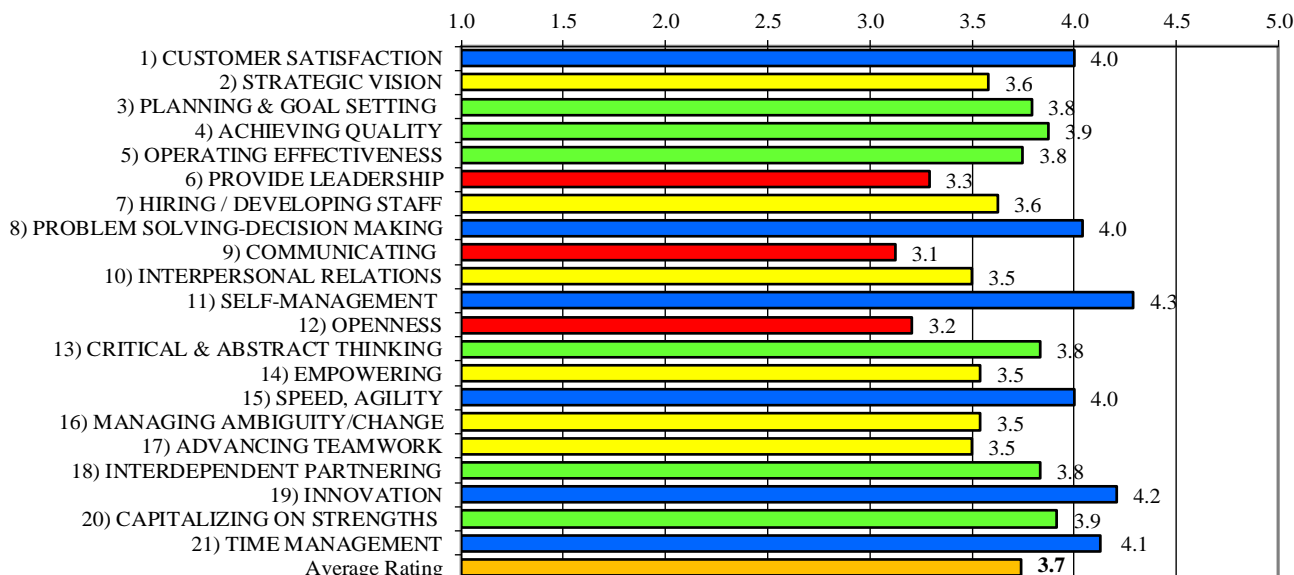
- |  | Rated |
|--|-------|
| 11. SELF-MANAGEMENT - manages own performance; works without supervision; is self-disciplined; develops capabilities to their potential; lives     | 4.3   |
| 19. INNOVATION - finds new ways of doing things of value to the organization and its customers; inspires creativity and informed risk taking; is a | 4.2   |
| 21. TIME MANAGEMENT - plans, schedules, executes the effective use of time; sets high-achievable goals; prioritizes work-life tasks by their       | 4.1   |
| 8. PROBLEM SOLVING/DECISION MAKING - identifies problems/opportunities; analyzes cause-effect relationships; generates alternative                 | 4.0   |
| 15. SPEED, AGILITY - acts quickly; makes decisions without delay; quickly adapts to changing environmental conditions; grasps emerging             | 4.0   |
| I. CUSTOMER SATISFACTION - consistently meets customer requirements on time; creates value for customers; provides valued service; performs        | 4.0   |

**DEVELOPMENT TARGETS - LOWEST COMPETENCY RATINGS**

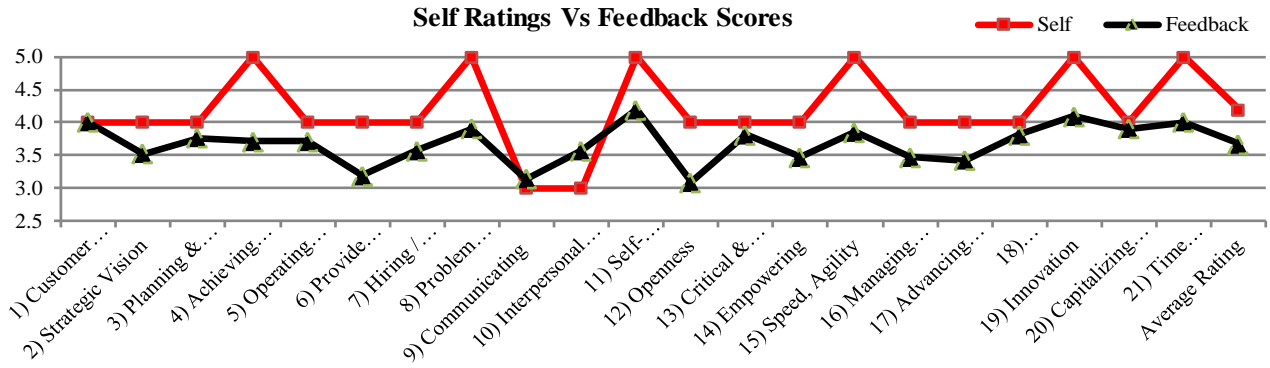
- |   | Rated |
|---|-------|
| 9. COMMUNICATING - understands others meaning and is understood; exchanges just enough of the right information with people who need it;          | 3.1   |
| 12. OPENNESS - discloses enough information for others to know his/her values, thinking, and personality; is accessible when others need to talk; | 3.2   |
| 6. PROVIDE LEADERSHIP - enables willing/able followers with the direction & means to achieve worthy goals; provides focus on what to do and how   | 3.3   |

Reported below are ratings on 21 Leadership Competencies from your selected feedback provider(s). Scores report rater agreement of your competence in each area. (Scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).

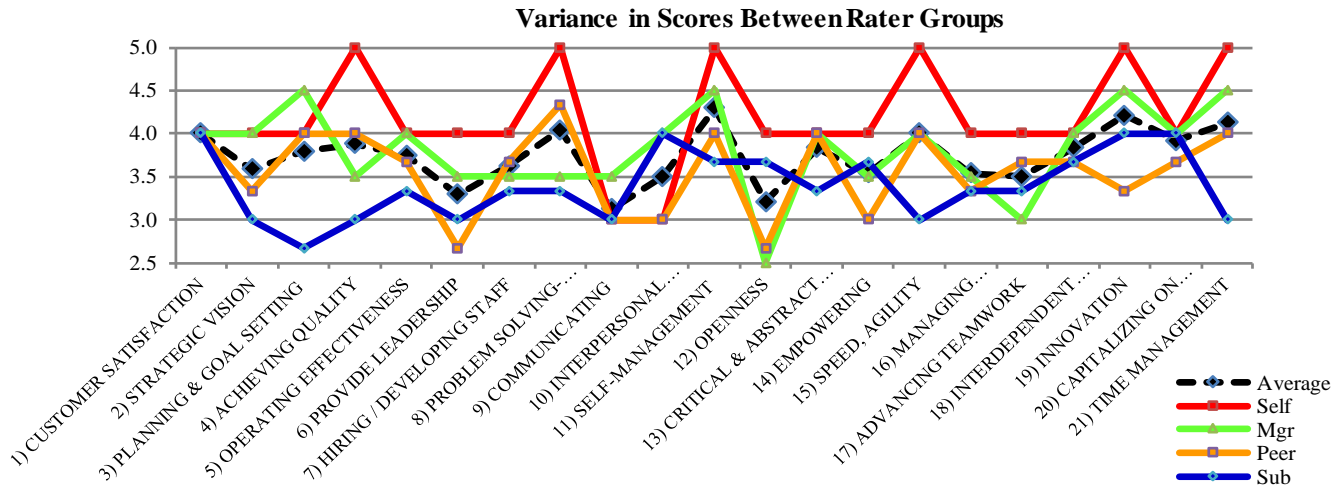
**LEADERSHIP FEEDBACK RATINGS**  
**Scores for All Raters**



**AWARENESS OF 21 LEADERSHIP STANDARDS AND MEASURES OF YOUR EFFECTIVENESS**



**CONSISTENCY IN RATINGS - HOW MUCH THE RATER GROUPS AGREE**



**LEAD-360 Feedback Report for Bill Sandhu**



Ratings below report how much your selected Feedback Providers agree that you demonstrate 21 Leadership Competencies and which of 105 related behaviors invite further development. The level of competency expected of you depends on your job level and the organization's priorities. Rating Scale: 1= **Totally Disagree**, 2) **Disagree**, 3) **Neutral**, 4) **Agree**, 5) **Strongly Agree** Note: AVG Scores are averages of group scores unweighted by population

<b>1) CUSTOMER SATISFACTION</b> - consistently meets client requirements on time; creates value for clients; provides valued service; performs in ways that make us a preferred service provider.	Rater >	Self 1	Mgr 2	Peer 3	Sub 3	AVG
	Score >	4.0	4.0	4.0	4.0	<b>4.0</b>
<u>5 Behaviors That Demonstrate This Competency</u>		Development Recommendations				<b>Total</b>
Priority > <b>Yes</b>		1	1	1		<b>3</b>
1) Consistently meets internal and external customers' expectations						
2) Serves as voice of customer; shows genuine concern for their interests-welfare						
3) Demonstrates a strong commitment to satisfy customers						
4) Makes sound business decisions that meet both company and customer needs			1	2	1	<b>4</b>
5) Stays informed & up-to-date on customer requirements, interests, and problems					1	<b>1</b>
<b>2) STRATEGIC VISION</b> - sees a better future and explains how to reach it; knows what the organization must change to achieve its potential; has a clear mental picture of how to succeed.	Rater >	Self 1	Mgr 2	Peer 3	Sub 3	AVG
	Score >	4.0	4.0	<b>3.3</b>	<b>3.0</b>	<b>3.6</b>
<u>5 Behaviors That Demonstrate This Competency</u>		Development Recommendations				<b>Total</b>
Priority > <b>Yes</b>				1	1	<b>2</b>
1) Clearly articulates a forward-thinking vision; stretches current boundaries						
2) Helps define paths to execute company vision and strategies						
3) Inspires others to want to excel/achieve higher performance		1	1			<b>2</b>
4) Develops strategies for long-term growth that compliment short-term needs			1	1	2	<b>4</b>
5) Identifies and creates innovative new business approaches/ideas				1		<b>1</b>
There are 21 total Competencies assessed in the LEAD-360 Survey-Report. This sample is abbreviated to illustrate how the survey works.						
<b>21. TIME MANAGEMENT</b> - plans-schedules-executes effective time use; sets high-achievable goals; prioritizes tasks by importance/urgency; controls how time is used by making proactive	Rater >	Self 1	Mgr 2	Peer 3	Sub 3	AVG
	Score >	<b>5.0</b>	<b>4.5</b>	4.0	<b>3.0</b>	<b>4.1</b>
<u>5 Behaviors That Demonstrate This Competency</u>		Development Recommendations				<b>Total</b>
Priority >						
1) Catches people doing something right; notices-acknowledges high performance						
2) Converts under-utilized abilities/resources into productive, on-the-job applications						
3) Knows that everyone has some 'Domains of Genius' and looks for ways to use it				1	1	<b>2</b>
4) Builds on and refines demonstrated talents with developmental assignments			1	2		<b>3</b>
5) Networks/channels complimentary capabilities into productive teams and projects		1			2	<b>3</b>

**RATINGS SUMMARY** - the table below reports all ratings on the LEAD-360 scales. If you see "Yes" in the PRIORITY column it means that Competency is weighted higher in impact and urgency for your leadership level. The level of competency expected of you depends on job demands and the organization's priorities. The ACT column invites you to choose which of the highest-weighted and lowest-scoring competencies you should develop first.

COMPETENCIES (21) AND FEEDBACK RATINGS BY GROUP >		Self	Mgr	Peer	Sub	Avg	Priority	Act?
Work-related Competence  3.7	1) CUSTOMER SATISFACTION	4.0	4.0	4.0	4.0	4.0	Yes	<input type="checkbox"/>
	2) STRATEGIC VISION	4.0	4.0	3.3	3.0	3.6	Yes	<input type="checkbox"/>
	3) PLANNING & GOAL SETTING	4.0	4.5	4.0	2.7	3.8		<input type="checkbox"/>
	4) ACHIEVING QUALITY	5.0	3.5	4.0	3.0	3.9	Yes	<input type="checkbox"/>
	5) OPERATING EFFECTIVENESS	4.0	4.0	3.7	3.3	3.8		<input type="checkbox"/>
	6) PROVIDE LEADERSHIP	4.0	3.5	2.7	3.0	3.3	Yes	<input type="checkbox"/>
	7) HIRING / DEVELOPING STAFF	4.0	3.5	3.7	3.3	3.6	Yes	<input type="checkbox"/>
Personal-Interpersonal  3.6	8) PROBLEM SOLVING-DECISION MAKING	5.0	3.5	4.3	3.3	4.0	Yes	<input type="checkbox"/>
	9) COMMUNICATING	3.0	3.5	3.0	3.0	3.1	Yes	<input type="checkbox"/>
	10) INTERPERSONAL RELATIONS	3.0	4.0	3.0	4.0	3.5	Yes	<input type="checkbox"/>
	11) SELF-MANAGEMENT	5.0	4.5	4.0	3.7	4.3	Yes	<input type="checkbox"/>
	12) OPENNESS	4.0	2.5	2.7	3.7	3.2		<input type="checkbox"/>
	13) CRITICAL & ABSTRACT THINKING	4.0	4.0	4.0	3.3	3.8	Yes	<input type="checkbox"/>
Environment Response  3.9	14) EMPOWERING	4.0	3.5	3.0	3.7	3.5	Yes	<input type="checkbox"/>
	15) SPEED, AGILITY	5.0	4.0	4.0	3.0	4.0	Yes	<input type="checkbox"/>
	16) MANAGING AMBIGUITY/CHANGE	4.0	3.5	3.3	3.3	3.5		<input type="checkbox"/>
	17) ADVANCING TEAMWORK	4.0	3.0	3.7	3.3	3.5	Yes	<input type="checkbox"/>
	18) INTERDEPENDENT PARTNERING	4.0	4.0	3.7	3.7	3.8		<input type="checkbox"/>
	19) INNOVATION	5.0	4.5	3.3	4.0	4.2		<input type="checkbox"/>
	20) CAPITALIZING ON STRENGTHS	4.0	4.0	3.7	4.0	3.9		<input type="checkbox"/>
21) TIME MANAGEMENT	5.0	4.5	4.0	3.0	4.1		<input type="checkbox"/>	
<b>Average Rating</b>		<b>4.2</b>	<b>3.8</b>	<b>3.6</b>	<b>3.4</b>	<b>3.7</b>		

*Note: Competencies averaging below 3.5 and PRIORITY Competencies (labeled Yes) that are rated below 4.5 are highlighted for your attention*

Behaviors to Develop or Use More Effectively (as suggested by 3 or more raters)	% Raters	Related Competency and Avg Score	Priority
<b>Is willing to consider and be influenced by views different from his/her own</b>	56%	<b>12) Openness</b>	3.2 Yes
Creates a work environment where different thinking is welcome	45%	19) Innovation	4.2 Yes
Considers how decisions might impact customers, the organization and employees	45%	13) Critical & Abstract Thinking	3.8 Yes
Demonstrates self-awareness; knows own limitations; recognizes personal bias	44%	11) Self-Management	4.3 Yes
<b>Uses clear, straightforward language; explains complex issues in simple terms</b>	44%	<b>9) Communicating</b>	3.1 Yes
<b>Listens actively/empathetically and pays full attention to others when they speak</b>	44%	<b>9) Communicating</b>	3.1 Yes
Effectively schedules how people, systems and assets interact; aligns his/her plans with ot	44%	3) Planning & Goal Setting	3.8 Yes
Develops strategies for long-term growth that compliment short-term needs	44%	2) Strategic Vision	3.6 Yes
Makes sound business decisions that meet both company and customer needs	44%	1) Customer Satisfaction	4.0 Yes
Coordinates time use to align with customer-organization-peer-subordinates' plans	33%	21) Time Management	4.1
Adapts-adjusts-updates goals, plans, and priorities to fit changing circumstances	33%	21) Time Management	4.1
Invites challenges/changes to established practices & manages the ensuing conflicts	33%	19) Innovation	4.2
Cuts dependence on costly/unreliable sources; builds inter-dependent relationships	33%	18) Interdependent Partnering	3.8
Contributes to team leadership by clarifying team purpose, structure, relationships and rev	33%	17) Advancing Teamwork	3.5
Quickly responds to new conditions with resourceful, adaptive thinking	33%	15) Speed, Agility	4.0
Shows consistency between words and actions	33%	11) Self-Management	4.3

COMMENTS-OBSERVATIONS-NOTES