

# LEADERVIEW360

LeaderView360 Profile for:

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PTS



## Summary Feedback Report

### Introduction

This report provides you feedback on 7 critical leadership competencies.

This report compares your own self-perceptions to those of others who have provided you feedback on the Leadership Behaviour Questionnaire. Your report summarises feedback from the following type and number of raters:

Self	1
Supervisor	1
Peer	4
Direct Report	3

### This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Summary
- ✓ Behaviour Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

## Competency Definitions

### The Performance Factors

#### **Problem Solving**

*Analyses a situation, identifies alternative solutions, and develops specific actions; Gathers and utilises available information in order to understand and solve organisational issues and problems.*

#### **Planning**

*Sets realistic and measurable goals and allocates resources. Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Develops a clear direction and "picture" for the future of the business.*

#### **Controlling**

*Develops procedures to evaluate and monitor job activities and tasks on an ongoing basis.*

#### **Managing Self**

*Maintains balance and performance under pressure and stress. Effectively copes with ambiguity and change in a constructive manner.*

#### **Managing Relationships**

*Manages interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others. Builds and maintains effective and collaborative relationships with diverse internal and external stakeholders.*

#### **Leading**

*Utilises appropriate interpersonal styles and approaches in facilitating a group towards task achievement.*

#### **Communicating**

*Presents individual and organisational viewpoints to groups in a clear and persuasive manner. Able to express written and oral thoughts in a clear and concise manner.*

## Competency Definitions Continued

### RATING SCALE

1	Needs Considerable Development
2	Needs Development
3	Competent
4	Effective
5	Very Effective
NA	Not Observable or Not Applicable

## Self-Awareness Index Introduction

### INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **LeaderView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorised in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognise these as potential strengths, but you do not
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalise on
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognise these as potential strengths, but others do not
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

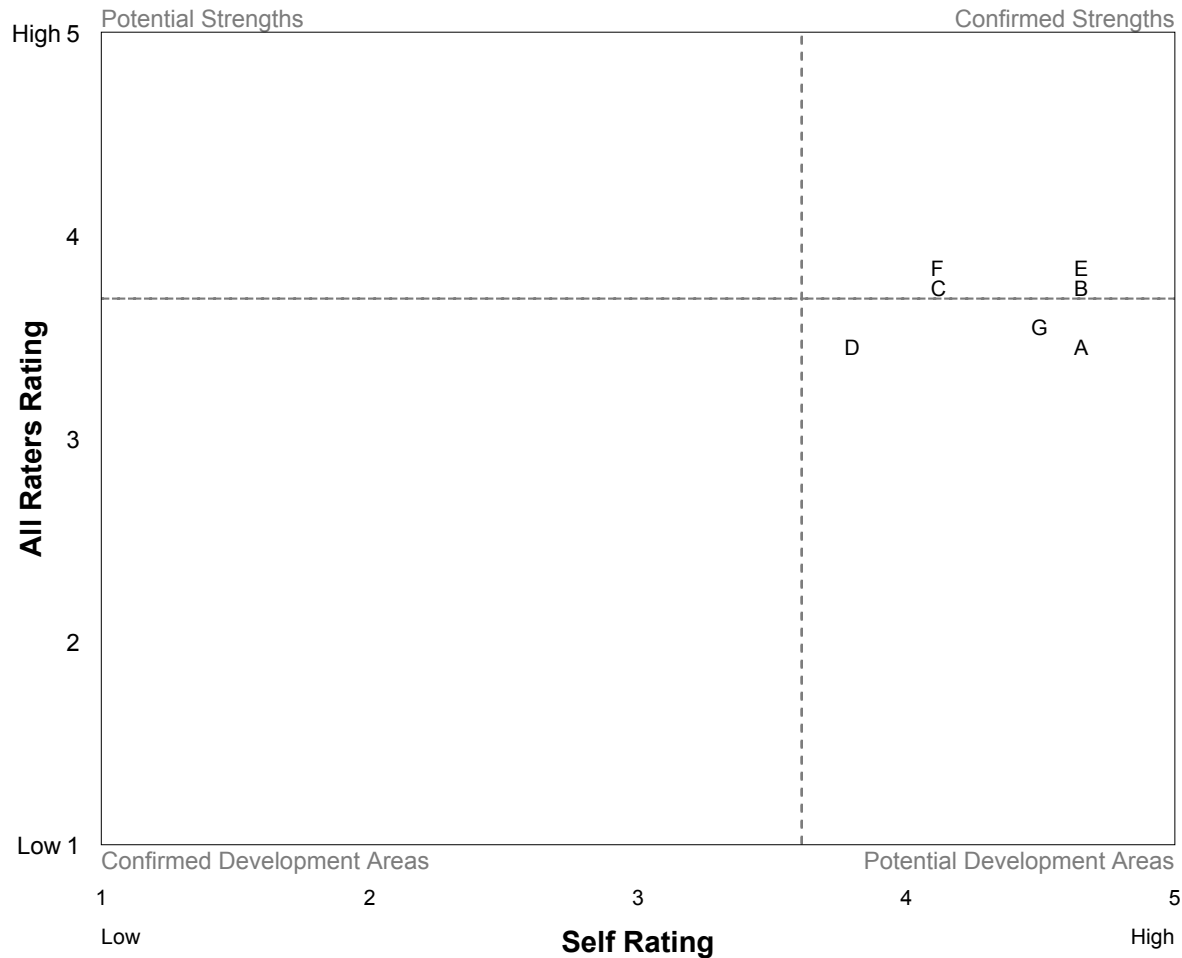
<b>OTHER RATINGS</b>	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

**SELF RATINGS**

### HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorised as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorised as Confirmed or Potential Development Areas

## Self-Awareness Index Self - All Raters (N = 8)



**Confirmed Strengths**

	Self	All Raters
B. Planning	4.67	3.71
C. Controlling	4.17	3.77
E. Managing Relationships	4.67	3.81
F. Leading	4.17	3.81

**Potential Development Areas**

	Self	All Raters
A. Problem Solving	4.67	3.54
D. Managing Self	3.80	3.50
G. Communicating	4.50	3.63

## Competency Introduction

### How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 7 LeaderView360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each LeaderView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 5-point scale:

On the bar graphs that follow, the ratings are indicated as shown below:

- 1 Needs Considerable Development
- 2 Needs Development
- 3 Competent
- 4 Effective
- 5 Very Effective
- NA Not Observable or Not Applicable

## Competency Introduction Continued

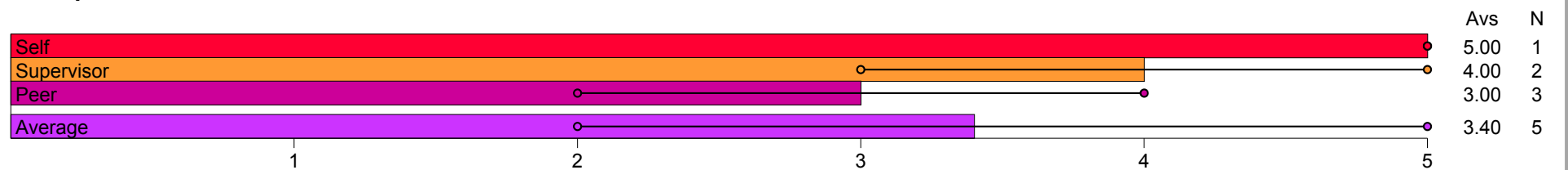
**AP** - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

**NR** - "NR" means no people from a particular rater group have responded.

**N** - "N" shows the number of respondents who answered the questions in this competency.

**Avs** - "Avs" is the average score and corresponds with the bar length.

### Example



**Range Bars** - shows the range of scores, from the lowest to the highest.

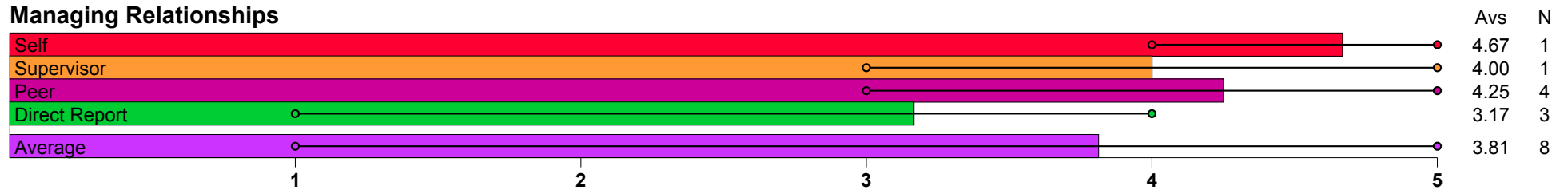
### Rating Scale

1 = Needs Considerable Development   2 = Needs Development   3 = Competent   4 = Effective   5 = Very Effective

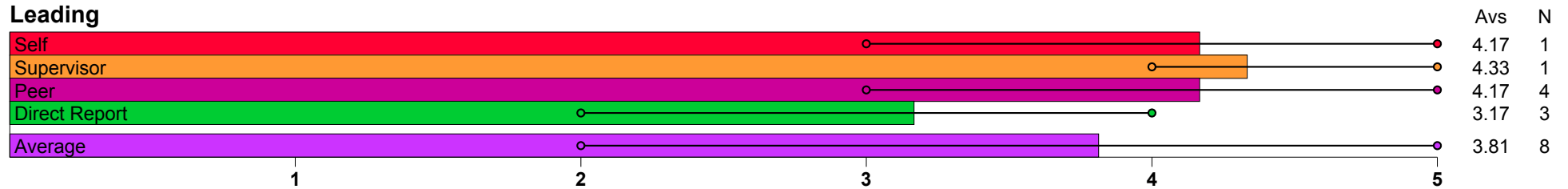


## Competency Summary

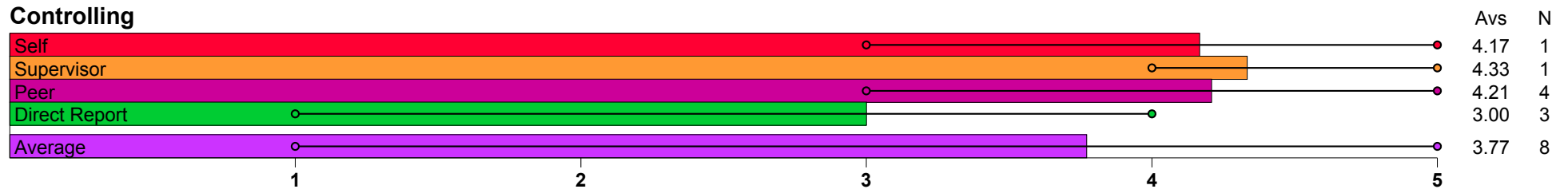
### Managing Relationships



### Leading

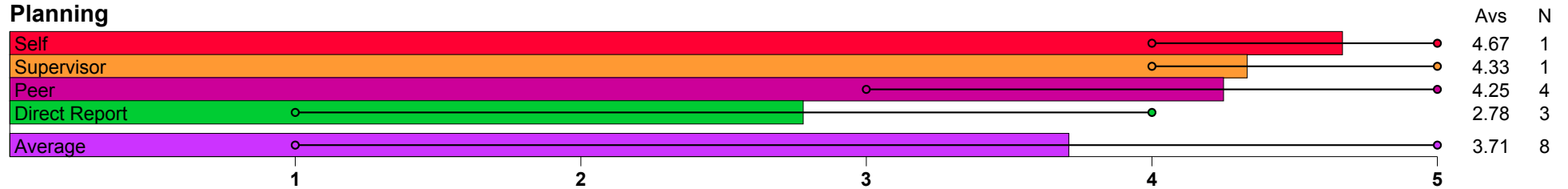


### Controlling

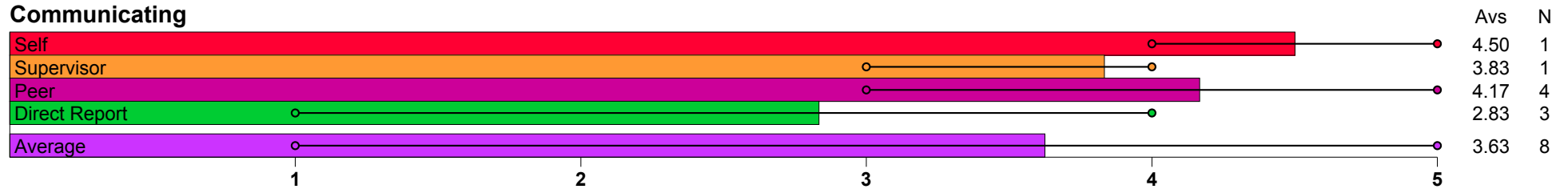


## Competency Summary Continued

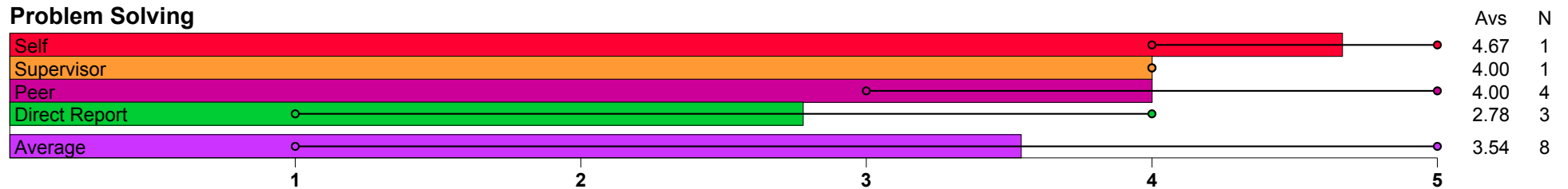
### Planning



### Communicating

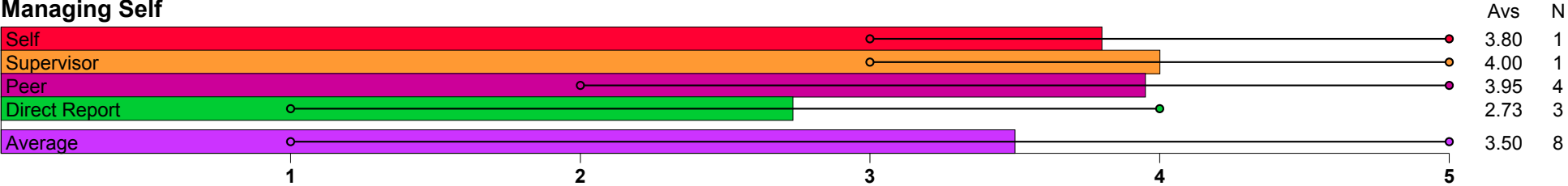


### Problem Solving



### Competency Summary Continued

#### Managing Self



## Behaviour Summary

The average score for each LeaderView360 competency and specific questions are summarised below for each rater category (1 to 5 scale with higher scores corresponding to more frequently observed behaviour). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Supervisor	Peer	Direct Report	Average
<b>Managing Relationships</b>	<b>4.67 (0.76)</b>	<b>4.00 (0.71)</b>	<b>4.25 (0.59)</b>	<b>3.17 (0.58)</b>	<b>3.81 (0.53)</b>
Responding to others' needs - Responds helpfully to others' requests and takes the initiative to offer assistance and support. Is sensitive to what others want and need.	5.00 (1.00)	5.00 (1.00)	4.25 (0.59)	3.33 (0.76)	4.00 (0.57)
Sizing-up people (understanding others' motives and capabilities) - Perceives other people's capabilities, preferences, and talents accurately. Understands how individual people differ.	4.00 (1.00)	4.00 (1.00)	4.50 (0.57)	3.33 (0.53)	4.00 (0.50)
Cooperating with others - Readily modifies plans to accommodate others' work and needs. Finds ways to keep own objectives in line with others' plans and needs.	5.00 (1.00)	4.00 (1.00)	4.50 (0.57)	3.00 (0.59)	3.88 (0.47)
Maintaining relationships - Maintains contact with people. Takes the initiative to stay in touch and in communication.	4.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.33 (0.76)	3.88 (0.61)
Resolving conflicts - Takes action to assist in settling disputes and reaching agreements. Resolves differences with other people effectively, and helps others to resolve their differences.	5.00 (1.00)	3.00 (1.00)	4.00 (0.65)	3.33 (0.76)	3.63 (0.65)

## Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
<b>Managing Relationships</b>	<b>4.67 (0.76)</b>	<b>4.00 (0.71)</b>	<b>4.25 (0.59)</b>	<b>3.17 (0.58)</b>	<b>3.81 (0.53)</b>
Initiating new relationships - Makes acquaintances quickly. Reaches out to people without waiting for others to make the first move.	5.00 (1.00)	4.00 (1.00)	4.00 (0.65)	2.67 (0.38)	3.50 (0.44)
<b>Leading</b>	<b>4.17 (0.66)</b>	<b>4.33 (0.76)</b>	<b>4.17 (0.60)</b>	<b>3.17 (0.70)</b>	<b>3.81 (0.57)</b>
Delegating responsibility - Lets others handle tasks within their capabilities; permits others to assume responsibility for planning and executing tasks. Does not try to perform all work by oneself without assistance.	4.00 (1.00)	4.00 (1.00)	4.50 (0.57)	3.33 (0.76)	4.00 (0.57)
Building the team - Encourages quality relationships among colleagues and others. Fosters strong bonds between people by modelling open and honest behaviour with others.	5.00 (1.00)	5.00 (1.00)	4.25 (0.59)	3.00 (1.00)	3.88 (0.54)
Giving recognition to others - Openly shows appreciation for others' contributions and efforts. Gives credit to others.	5.00 (1.00)	4.00 (1.00)	3.75 (0.78)	3.67 (0.76)	3.75 (0.78)
Developing other people - Helps others to expand on and improve their capabilities. Looks for ways to help other people learn and develop. Coaches and shares knowledge with others.	4.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.33 (0.76)	3.75 (0.67)
Motivating and inspiring others - Builds energy and enthusiasm in others. Helps others to stay productive and active through their own motivation, interests, and commitments.	4.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.33 (0.76)	3.75 (0.67)
Facilitating meetings - In formal or informal gatherings, acts to bring focus to the meeting. Brings out information from others and helps the exchange of information, ideas, and plans.	3.00 (1.00)	5.00 (1.00)	4.50 (0.57)	2.33 (0.76)	3.75 (0.35)
<b>Controlling</b>	<b>4.17 (0.66)</b>	<b>4.33 (0.76)</b>	<b>4.21 (0.59)</b>	<b>3.00 (0.59)</b>	<b>3.77 (0.51)</b>
Producing high quality work - Produces work that is complete, accurate, neat, thorough, and in full compliance with all standards.	3.00 (1.00)	5.00 (1.00)	4.25 (0.59)	3.33 (0.76)	4.00 (0.57)

## Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
<b>Controlling</b>	<b>4.17 (0.66)</b>	<b>4.33 (0.76)</b>	<b>4.21 (0.59)</b>	<b>3.00 (0.59)</b>	<b>3.77 (0.51)</b>
Maintaining high productivity - Gets things done. Accomplishes a lot of work. Stays active and efficient. Helps to make sure that own and others' time is used efficiently.	4.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.33 (0.76)	3.88 (0.61)
Meeting commitments - Performs according to agreements. Follows through according to plans.	4.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.00 (1.00)	3.75 (0.59)
Meeting schedules and deadlines - Follows schedules and gets work done on time as per previous plans and agreements.	5.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.00 (0.59)	3.75 (0.52)
Monitoring and controlling performance - Stays on top of what is happening. Knows the status of work underway. Ensures that work is being done within guidelines.	5.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.33 (0.53)	3.75 (0.59)
Organising and orchestrating events - Lays the foundation for work by bringing together resources, tools, schedules and people as needed.	4.00 (1.00)	5.00 (1.00)	4.25 (0.59)	2.00 (0.59)	3.50 (0.29)
<b>Planning</b>	<b>4.67 (0.76)</b>	<b>4.33 (0.76)</b>	<b>4.25 (0.59)</b>	<b>2.78 (0.61)</b>	<b>3.71 (0.47)</b>
Setting goals and objectives - Establishes clear, specific, attainable and measurable goals for self and organisation.	5.00 (1.00)	4.00 (1.00)	4.50 (0.57)	3.00 (1.00)	3.88 (0.54)
Adapting to change - Modifies plans and objectives readily according to changing circumstances and situations.	5.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.33 (0.76)	3.75 (0.67)
Planning for the future - Develops clear priorities, objectives and steps to be accomplished in future work.	4.00 (1.00)	5.00 (1.00)	4.25 (0.59)	2.00 (0.59)	3.50 (0.29)
<b>Communicating</b>	<b>4.50 (0.75)</b>	<b>3.83 (0.81)</b>	<b>4.17 (0.60)</b>	<b>2.83 (0.52)</b>	<b>3.63 (0.48)</b>
Giving performance feedback - Gives others information about their performance. Identifies clearly where performance exceeds, meets, or falls short of objectives, standards, or other's expectations and needs.	4.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.33 (0.76)	3.88 (0.61)

## Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
<b>Communicating</b>	<b>4.50 (0.75)</b>	<b>3.83 (0.81)</b>	<b>4.17 (0.60)</b>	<b>2.83 (0.52)</b>	<b>3.63 (0.48)</b>
Communicating expectations - Lets others know clearly what is expected or needed from them. Does not wait until after the fact to communicate expectations.	5.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.67 (0.76)	3.88 (0.70)
Expressing exciting visions of the future - Speaks about coming events with enthusiasm and excitement. Motivates others to eagerly anticipate the future.	5.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.33 (0.76)	3.75 (0.67)
Keeping others informed - Keeps others up-to-date on new information, plans, and developments. Does not wait for others to ask for information.	4.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.00 (0.59)	3.75 (0.52)
Listening to others - Gives careful attention to what others have to say. Plays back information to make sure that others' messages are understood.	4.00 (1.00)	3.00 (1.00)	4.50 (0.57)	2.00 (0.59)	3.38 (0.30)
Articulating ideas and information - Speaks clearly and expresses ideas so that others understand what is meant.	5.00 (1.00)	4.00 (1.00)	4.00 (0.65)	1.67 (0.76)	3.13 (0.37)
<b>Problem Solving</b>	<b>4.67 (0.76)</b>	<b>4.00 (1.00)</b>	<b>4.00 (0.65)</b>	<b>2.78 (0.48)</b>	<b>3.54 (0.50)</b>
Evaluating and acting on new ideas - Shows openness to new ideas and input from others. Evaluates new ideas objectively based on their merits, regardless of who generated the ideas.	5.00 (1.00)	4.00 (1.00)	3.75 (0.78)	3.33 (0.76)	3.63 (0.76)
Generating new ideas - Produces new ideas quickly. Seldom seems at a loss for an idea about a new way of doing work or for overcoming obstacles.	5.00 (1.00)	4.00 (1.00)	4.25 (0.59)	2.67 (0.38)	3.63 (0.39)
Recognising trends - Sees patterns in otherwise disorganised information. Identifies problems before they occur. Puts "two and two" together and draws accurate conclusions.	4.00 (1.00)	4.00 (1.00)	4.00 (0.65)	2.33 (0.53)	3.38 (0.44)
<b>Managing Self</b>	<b>3.80 (0.63)</b>	<b>4.00 (0.68)</b>	<b>3.95 (0.46)</b>	<b>2.73 (0.54)</b>	<b>3.50 (0.43)</b>
Coping with frustrations - Handles difficulties, obstacles and frustrations well without becoming angry or irritated, and without upsetting or irritating others.	4.00 (1.00)	5.00 (1.00)	4.50 (0.57)	3.00 (0.59)	4.00 (0.44)

## Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
<b>Managing Self</b>	<b>3.80 (0.63)</b>	<b>4.00 (0.68)</b>	<b>3.95 (0.46)</b>	<b>2.73 (0.54)</b>	<b>3.50 (0.43)</b>
Developing own capabilities - Acts to improve and expand own capabilities. Shows interest and openness to learning and improvement.	3.00 (1.00)	4.00 (1.00)	4.25 (0.59)	3.33 (0.76)	3.88 (0.61)
Responding to feedback - Takes feedback from others easily and uses the feedback to adjust own behaviour or performance.	4.00 (1.00)	4.00 (1.00)	4.00 (0.65)	3.33 (0.76)	3.75 (0.67)
Handling pressure - Stays calm under pressure. Appears to not let pressure interfere with thinking capabilities and ability to exercise judgement.	5.00 (1.00)	3.00 (1.00)	4.50 (0.57)	2.33 (0.53)	3.50 (0.34)
Balancing work and personal life - Works productively and gets things done while taking time for self to recuperate and sustain personal health and energy.	3.00 (1.00)	4.00 (1.00)	2.50 (0.75)	1.67 (0.76)	2.38 (0.57)



## Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgemental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviours to change to enhance your overall effectiveness.

The following questions might be useful in analysing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

**Open Ended Comments Summary**  
**STRENGTHS**

**Open Ended Comments Summary Continued**  
**DEVELOPMENT AREAS**

## **Development Planning Guide**

### **Examining Your LeaderView360 Feedback Report**

Your reactions to your LeaderView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

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What is it about your results that lead you to feel this way?

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What new insights, if any, do you get from your results?

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How do your perceptions compare to those of other rater groups? Are there any important trends?

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What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

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## Development Planning Guide Continued

### Deciding What Competencies To Work On

The table below summarises the 7 LeaderView360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
<b>The Performance Factors</b>	Problem Solving		
	Planning		
	Controlling		
	Managing Self		
	Managing Relationships		
	Leading		
	Communicating		

## Development Planning Guide Continued

### Focusing On Development

List three strengths based upon your LeaderView360 results below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List three possible development areas based upon your LeaderView360 results below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Developing skills can be challenging because it almost always means replacing current behaviour with a new pattern of behaviour. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviours are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

## Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your LeaderView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

## **Development Planning Guide Continued**

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results Achieved:	