

**STAR Core Leadership 360 Series - Manager**

# **Steven Sample**

5/10/19



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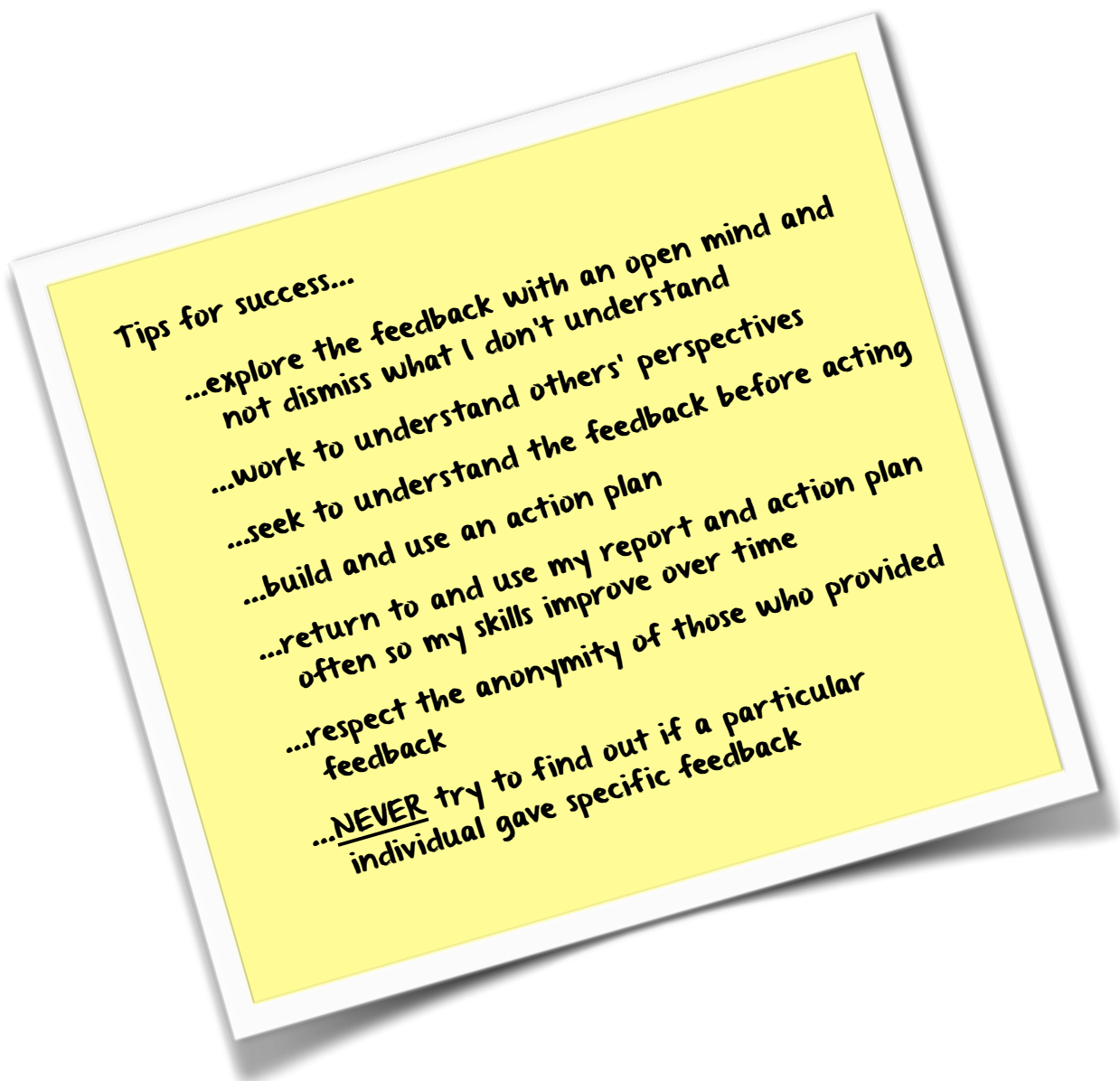


This report contains feedback to help you improve your leadership skills. The fact that your raters have taken their time to share their opinions for your benefit is a sign of their commitment to your success and the success of your organization.

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.

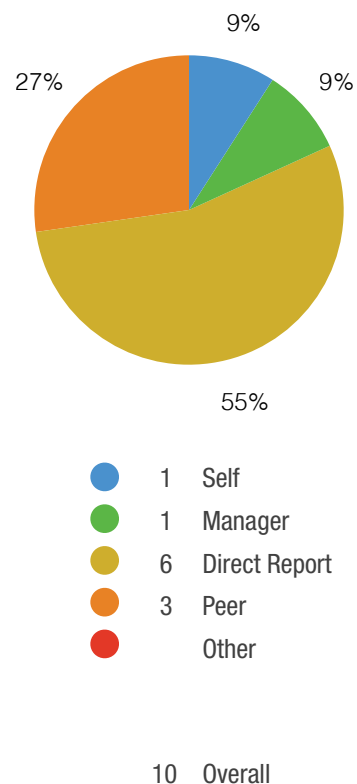
**Before turning to the next page and exploring your results, please commit to the following:**



# What's In This Report

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## Survey Respondents



## DEFINITIONS

**SKILL:** the item raters were asked to evaluate

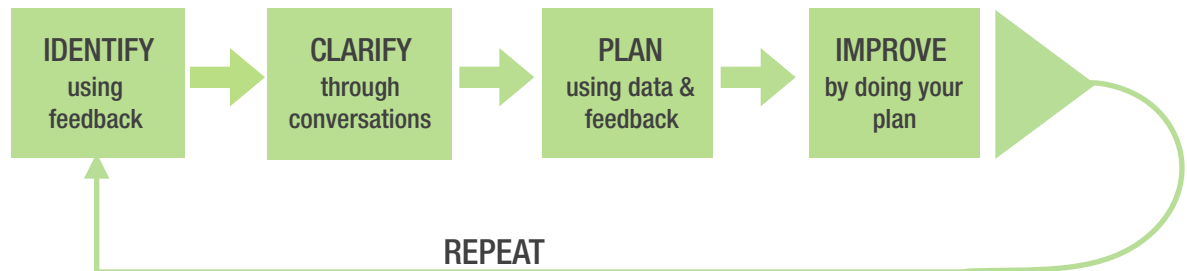
**SCORE:** the average of all answers given by a rater group

**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**

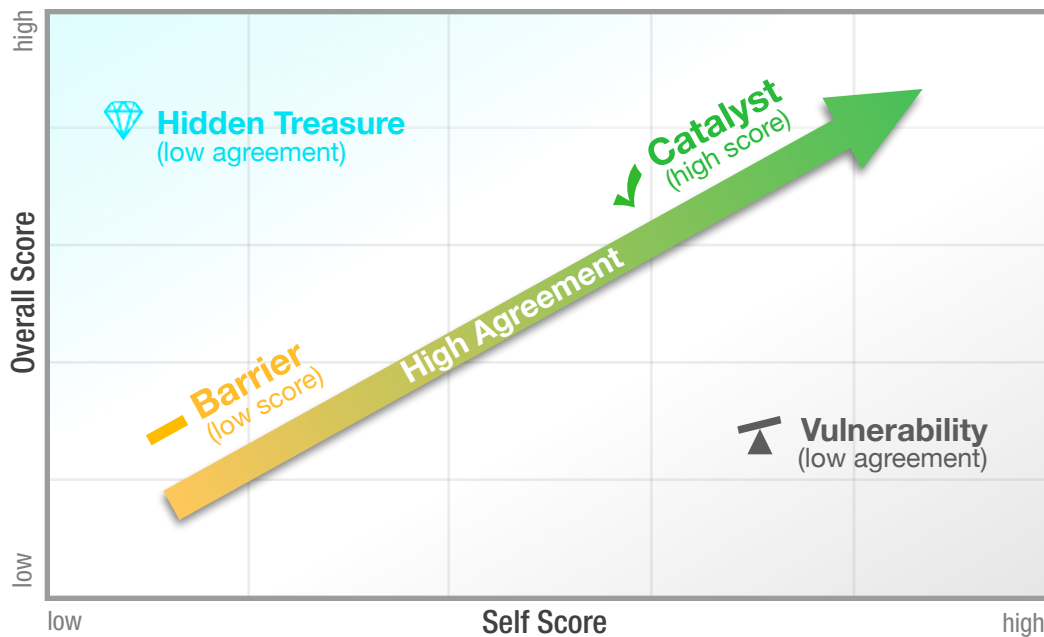
Turning a new behavior into a habit requires that you do what you plan to do.

### **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.


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

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

**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.

 **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.

 **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:
10. Recognition	4.5
21. Meet Standards	4.5
31. Sensitive Information	4.5
17. Committed	4.3
5. Truthful	4.3




### Hidden Treasure

	Gap:
25. Uses Resources	0.9
11. Listens	0.8
23. Aligns Team	0.5
10. Recognition	0.5



### Career Barrier

	Overall Score:
24. Measures Results	3.3
22. Identifies Problems	3.4
1. Energy	3.4
26. Multi Tasks	3.4
27. Enhances Results	3.4



### Vulnerability

	Gap:
12. Accountability	-1.5
28. Prioritizes	-1.5
2. Empowering	-1.2
9. Supports Learning	-1.1
29. Models Ethics	-1.1

(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



**Talk To  
People You  
Interact With  
Frequently**

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



**Talk To  
People Who Know  
of Resources For  
Improvement**

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



**Talk To People You  
Trust and Will  
Coach You**

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



**Talk To  
People You Trust &  
Who Influence  
Your Career**

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?**

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

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**What resources are available to help me improve this skill?**

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## 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.

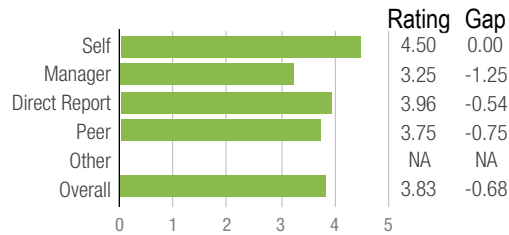
**Overall / Self Gap Comparison:** This page displays the gap between the overall score and your score for each skill. The skills are organized with the highest positive gap at the top - these are potential Hidden Treasures - and the greatest negative gaps at the bottom - these are potential Vulnerabilities.

**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.

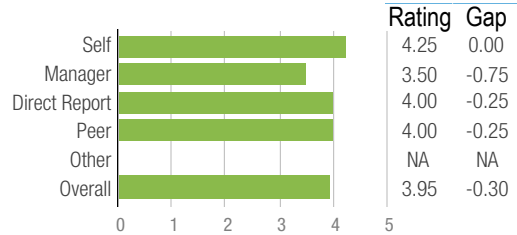
## V. FEEDBACK - Competency Comparisons

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

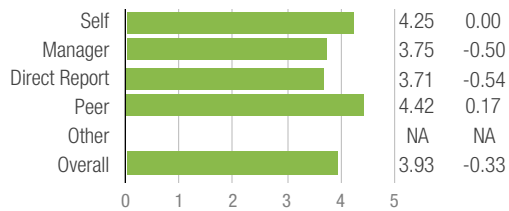
### 1 Interpersonal (IP)



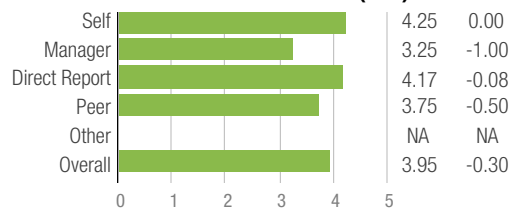
### 2 Communication (CM)



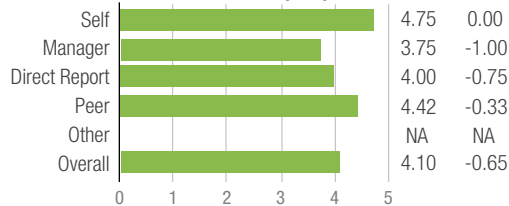
### 3 People Orientation (PO)



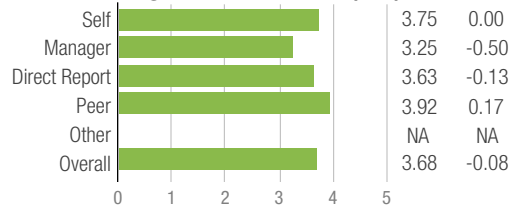
### 4 Customer Orientation (CO)



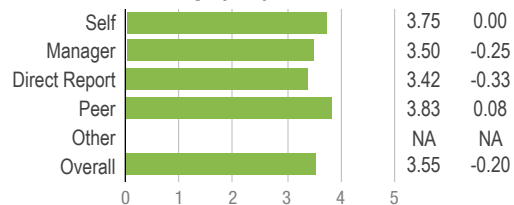
### 5 Team Orientation (TO)



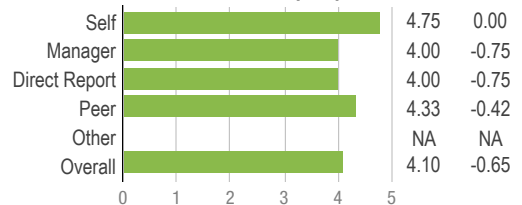
### 6 Strategic Orientation (SO)



### 7 Productivity (PD)



### 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	Manager Score
People Orientation (PO)	10. Recognition	4.50	4.00	4.00
Strategic Orientation (SO)	21. Meet Standards	4.50	5.00	4.00
Professionalism (PR)	31. Sensitive Information	4.50	5.00	5.00
Team Orientation (TO)	17. Committed	4.30	5.00	4.00
Communication (CM)	5. Truthful	4.30	5.00	4.00
Customer Orientation (CO)	16. Positive Relationships	4.20	5.00	4.00
Interpersonal (IP)	3. Handles Pressure	4.20	5.00	3.00
Professionalism (PR)	32. Responsible	4.20	5.00	3.00
Customer Orientation (CO)	14. Supports Change	4.10	4.00	3.00
Team Orientation (TO)	19. Respectful	4.10	5.00	4.00
Team Orientation (TO)	18. Team-focused	4.10	5.00	3.00
Communication (CM)	6. Trusted	4.00	4.00	3.00
People Orientation (PO)	9. Supports Learning	3.90	5.00	4.00
Interpersonal (IP)	4. Positive Influence	3.90	4.00	3.00
Communication (CM)	7. Shares Learning	3.90	4.00	4.00
Customer Orientation (CO)	13. Advocates	3.90	4.00	3.00
Professionalism (PR)	29. Models Ethics	3.90	5.00	4.00
Productivity (PD)	25. Uses Resources	3.90	3.00	4.00
Team Orientation (TO)	20. Supportive	3.90	4.00	4.00
Interpersonal (IP)	2. Empowering	3.80	5.00	4.00
Professionalism (PR)	30. Follows Through	3.80	4.00	4.00
People Orientation (PO)	11. Listens	3.80	3.00	2.00
Customer Orientation (CO)	15. Solicits Feedback	3.60	4.00	3.00
Communication (CM)	8. Timely Information	3.60	4.00	3.00
Productivity (PD)	28. Prioritizes	3.50	5.00	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	Manager Score
Strategic Orientation (SO)	23. Aligns Team	3.50	3.00	3.00
People Orientation (PO)	12. Accountability	3.50	5.00	5.00
Productivity (PD)	27. Enhances Results	3.40	4.00	3.00
Productivity (PD)	26. Multi Tasks	3.40	3.00	3.00
Interpersonal (IP)	1. Energy	3.40	4.00	3.00
Strategic Orientation (SO)	22. Identifies Problems	3.40	4.00	3.00
Strategic Orientation (SO)	24. Measures Results	3.30	3.00	3.00

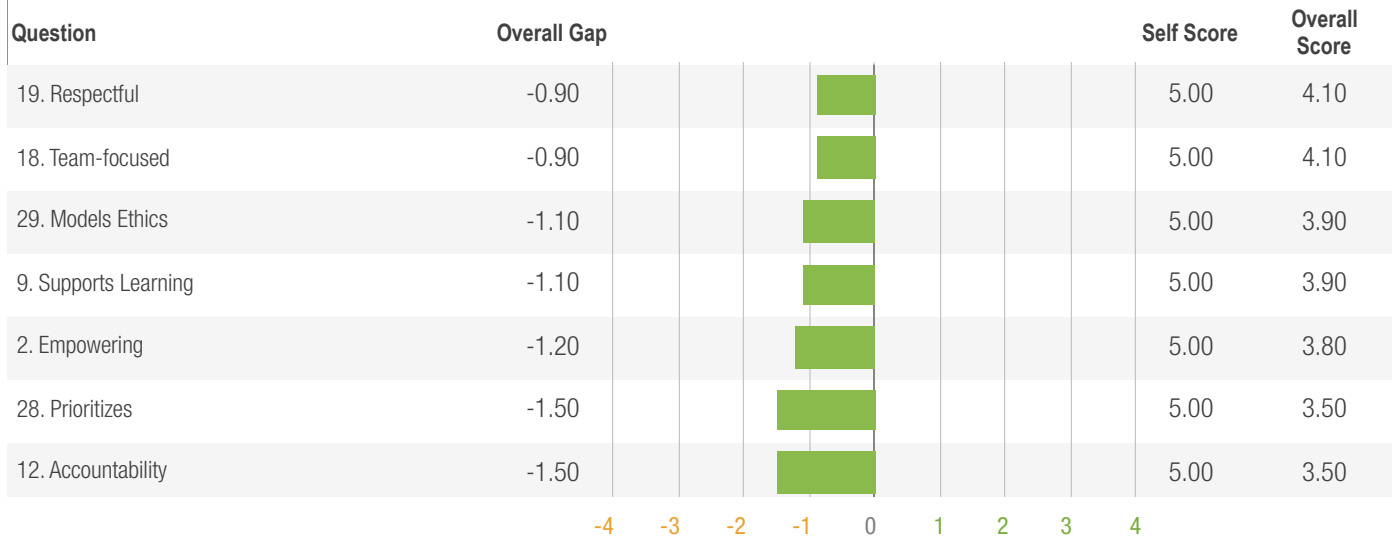
## V. FEEDBACK - Overall / Self Gap Comparison

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

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.



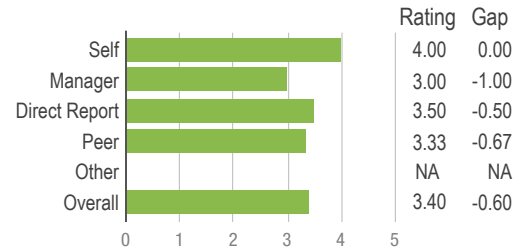
## V. FEEDBACK - Skill Text and Scores

## Interpersonal (IP)

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

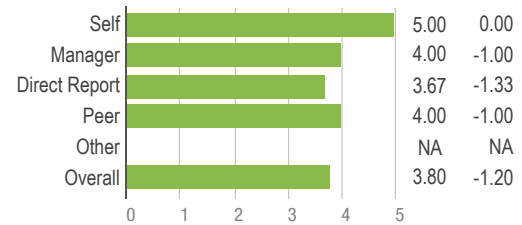
### 1. Energy

Inspires enthusiasm in others.



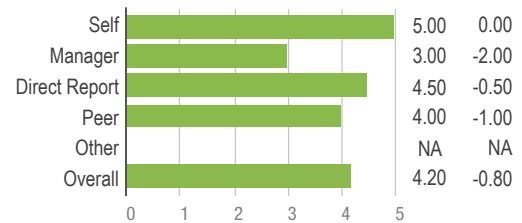
### 2. Empowering

Builds positive relationships with coworkers.



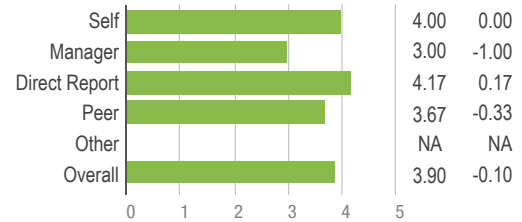
### 3. Handles Pressure

Personally maintains composure under pressure.



### 4. Positive Influence

Maintains a positive attitude.



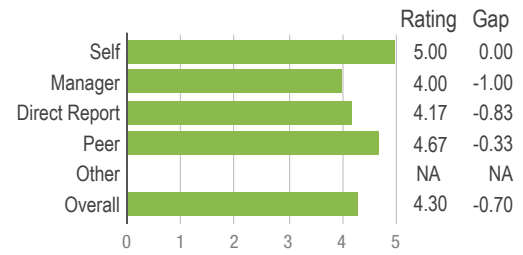
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## V. FEEDBACK - Skill Text and Scores

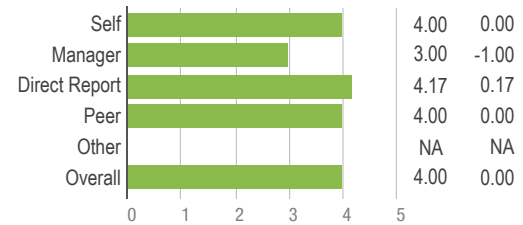
## Communication (CM)

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

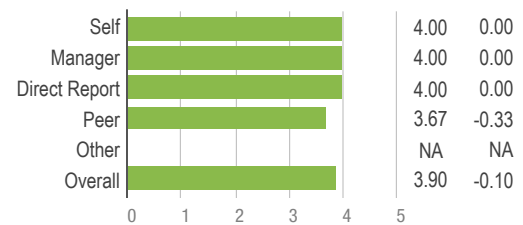
**5. Truthful** Consistently communicates truthfully.



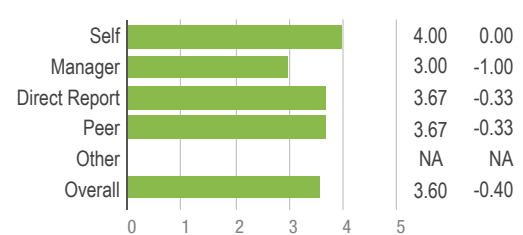
**6. Trusted** Creates a safe atmosphere for candid feedback.



**7. Shares Learning** Shares learning with fellow employees.



**8. Timely Information** Shares timely information with fellow employees.



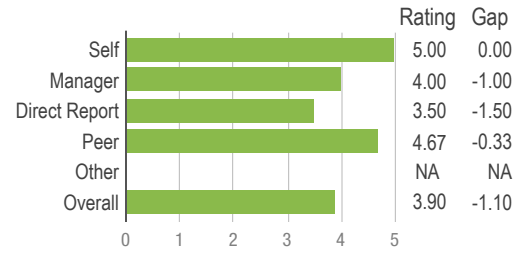
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## V. FEEDBACK - Skill Text and Scores

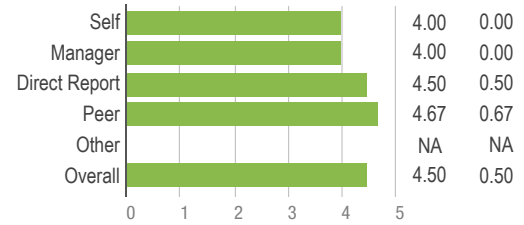
## People Orientation (PO)

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

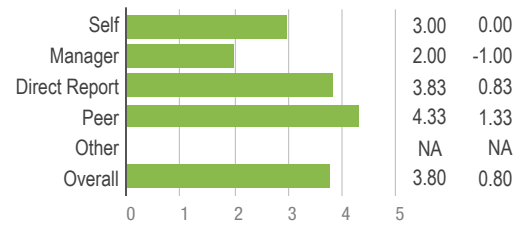
**9. Supports Learning** Supports continuous learning and improvement in others.



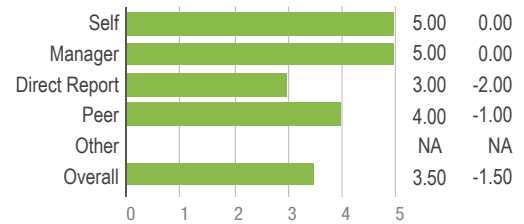
**10. Recognition** Supports meaningful recognition for jobs well done.



**11. Listens** Listens without interrupting.



**12. Accountability** Effectively deals with poor performers.



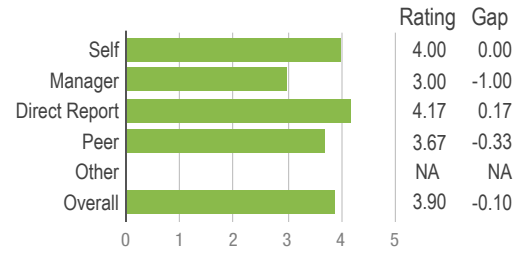
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## V. FEEDBACK - Skill Text and Scores

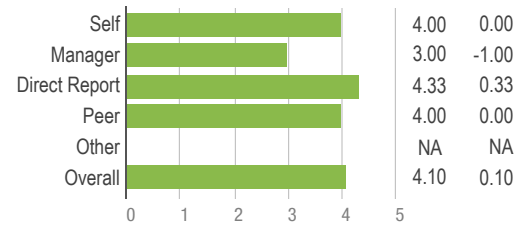
## Customer Orientation (CO)

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

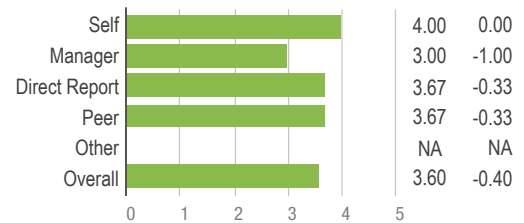
**13. Advocates** Advocates customers' perspectives.



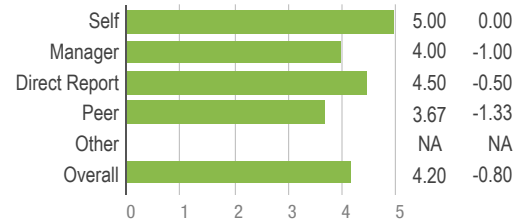
**14. Supports Change** Supports changes that add value to customers.



**15. Solicits Feedback** Actively seeks feedback from customers.



**16. Positive Relationships** Maintains positive relationships with customers, suppliers, etc.



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

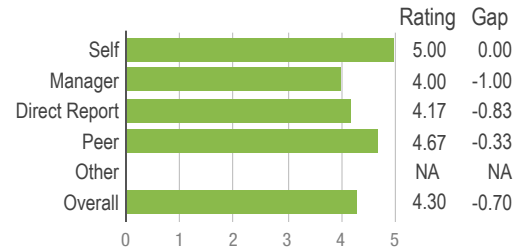


## V. FEEDBACK - Skill Text and Scores

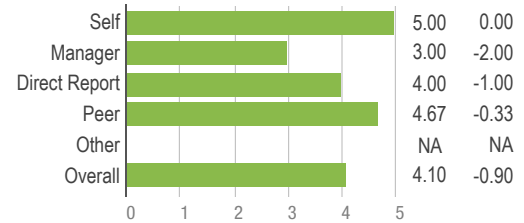
## Team Orientation (TO)

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

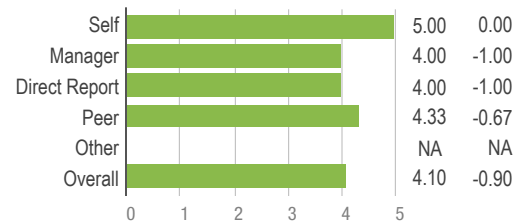
**17. Committed** Demonstrates a strong commitment to team's success.



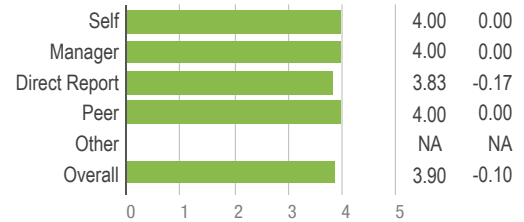
**18. Team-focused** Puts the good of the group ahead of self interest.



**19. Respectful** Shows respect for all team members.



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



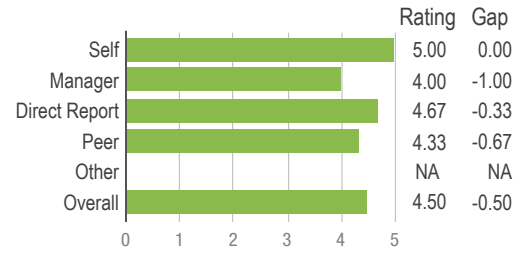
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## V. FEEDBACK - Skill Text and Scores

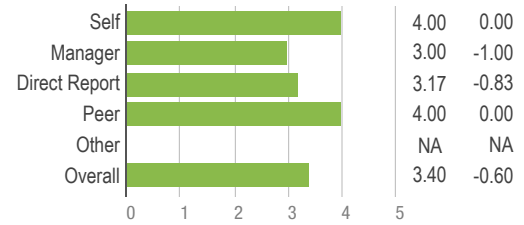
## Strategic Orientation (SO)

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

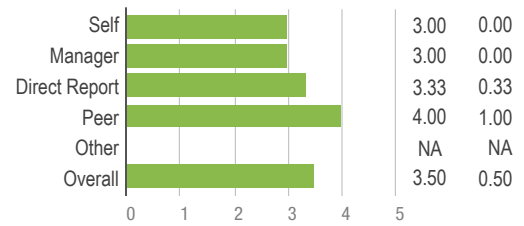
**21. Meet Standards** Strive to meet company standards and directions.



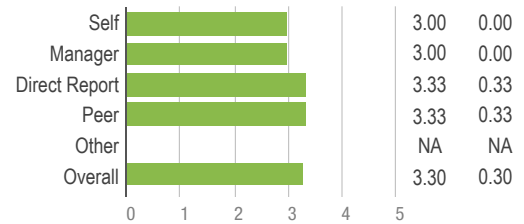
**22. Identifies Problems** Identifies problems in their early stages.



**23. Aligns Team** Aligns team initiatives with company mission.



**24. Measures Results** Utilizes established systems for measuring results.



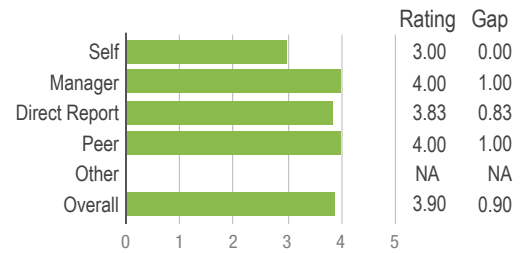
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## V. FEEDBACK - Skill Text and Scores

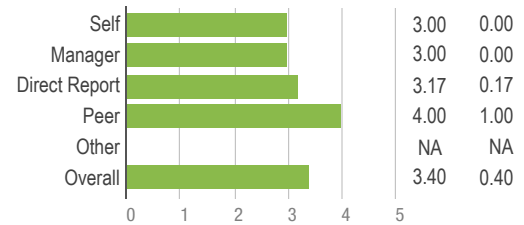
## Productivity (PD)

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

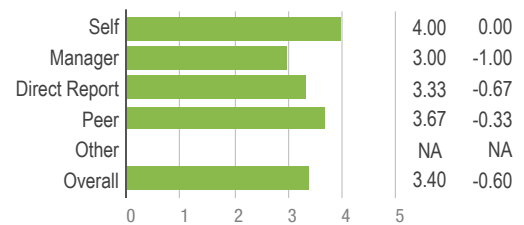
**25. Uses Resources** Utilizes company resources effectively.



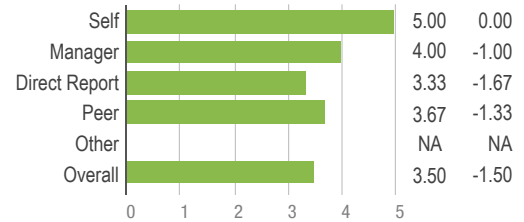
**26. Multi Tasks** Manages multiple projects efficiently.



**27. Enhances Results** Suggests process solutions to enhance results.



**28. Prioritizes** Spends time on what's important.



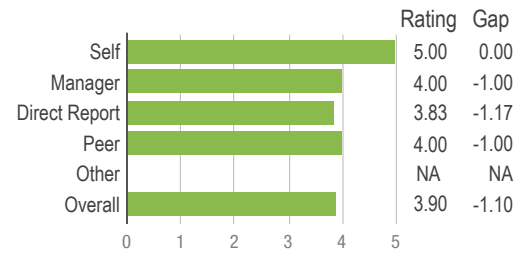
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## V. FEEDBACK - Skill Text and Scores

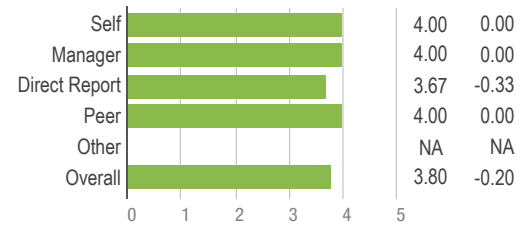
## Professionalism (PR)

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

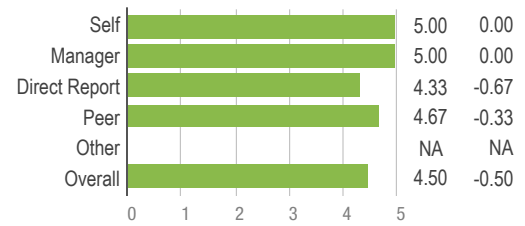
**29. Models Ethics**      Sets a good example of ethics and character.



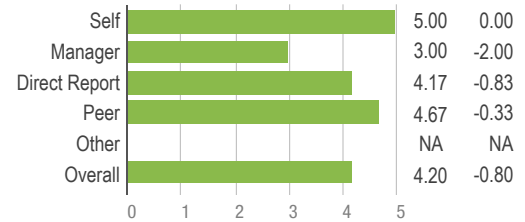
**30. Follows Through**      Consistently follows through with commitments.



**31. Sensitive Information**      Appropriately deals with sensitive information.



**32. Responsible**      Accepts responsibility for his/her mistakes.



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## COMMENTS

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

#### Manager

- Focus on those area of strength and continue to improve. Take critical feedback, reflect on it and have a development improvement plan to make it better.

#### Direct Report

- Ensure communication gets to subordinates in a timely fashion, this is really the area he can improve on the most, and will provide excellent returns. That and learn to delegate you cant do it all or review it all ( as noted by speed at procedure approvals).

- Steven has great leadership skills and needs to apply his skills to talking to a person and not through them. We are a team and I feel if Steven was to give a little more of himself by having a BBQ every so often or just a social this would allow others to get to know the human side of himself. As our leader we sometimes place the mission, before the men and women that are needed to complete that mission. A boss has a Title. A leader has his men and women behind him.

- Spend more time near the people in the Department. There is a perception of too much time away from the Department either in town or isolated in trailer away from the majority of where work is done. Could be move involved in the daily operations of by making an occasional walk through and assessment an observation.

- -Demonstrate fairness and accountability to work load standards and performance.

-Silos work scope - can some tasks be delegated to others who are qualified to perform, and/or want professional growth and stretch assignments?

-Interactive communications skills - such as timely responsive communications such as sharing of information and follow through of incoming requests/tasks via emails.

-Impatient

- Do a lot of listening and treat leaders like leaders

#### Peer

- Communicate business related issues/concerns to subordinates.

- As a department head without a deputy there is an overwhelming amount of tasks that need to be prioritized and completed. Communicate to your supervisor when you are over tasked.

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

#### Manager

- Listen more more, think before speaking and have a factual, less emotional foundation for not agreeing to take an action or direction.

#### Direct Report

- Stop taking on all tasks and supervision of all tasks, delegate to improve your time management, this will let you focus on the trouble areas, or areas of concern. This will also reduce the overall volume of paperwork and information you have to process, ask your subordinates to give a cliff notes version when appropriate. Don't overburden your self by believing the only path to success is reviewing everything personally.

- Steven needs to be more approachable with the men and women under his command. At times Steven can be very intimidating and not so easy to approach. I believe he has a great heart and soul for his work and he needs to have the same soul for his people

- Stop directing everything and start trusting.

#### Peer

- Stop comparing what he does for his employees when talking to them - versus what other managers would do or not do for them.

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

#### Manager

- Be Collaborative: be passionate about working with your team and encourage your employees to feel the same. While independent work is important, teamwork can establish a more welcoming, supportive company culture.

Be Inclusive: If you want your team to take risks and contribute to projects, you need to make sure they feel comfortable doing so.

Be Impact-driven: Every worker wants to feel valued. If they don't believe their work is meaningful, making a difference in some way, they won't be as motivated.

### **Direct Report**

- You have outstanding integrity and are very effective at supporting personnel, if you improve your timely communications you will dramatically improve your success with employees.

- Steven is a great communicator and needs to express himself more to his men and women under his command. His leadership skills must continue to grow with the upcoming projects. Steven effects to recognized a job well done by his men and women needs to continue. Because theses efforts will bring the moral and maximize his true leaderships skills that Steven truly has.

- Good Leadership and carries the message about the "good of the group" and teamwork effectively and consistently. Very good about reinforcing positive behaviors and recognizing people for doing positive things. Seems to care about personnel to make sure everyone is safe and goes home in one piece with a commitment to safety. Much improved over time with respect to how he interacts with the personnel. No so focused on the negative aspects of the budget which was a non stop issue early on.

- Knows himself and knows his character.  
Genuinely cares for team and others and is committed to staff.  
Verbalizes positivity and optimism.  
Demonstrates empathy and emotional stability.  
Flexible.  
Seeks to understand.

- Continue to show support to people who do good things above and beyond the written job descriptions.

### **Peer**

- Steven has been good at developing his people and at finding people to promote from within his department. He has given some of his lower performers coaching and mentoring to allow them to improve their performance. He has a number of examples of success in this area.

- Continue to recognize and reward accomplishment of his personnel and lead by example.