

Leader Feedback™ Report

Sample Person

We engaged in a 360° feedback process to guide you to become a Talent & Inclusion Champion. In a 360°, you receive feedback from your manager, peers, direct reports and others. Their feedback is collated and analyzed, and compared to your own self-assessment. This tool enables leaders to assess and then create an action plan to realize the business case for talent, diversity and inclusion.

This report details your feedback results.

Contents of This Report

Section	Page
Section 1 - Executive Summary	2
Section 2 - Behaviour Ratings	3-13
Section 3 - Competencies x Rater (Pie Charts)	14-15
Section 4 - Key Strengths and Potential Opportunities	16
Section 5 - Assessor Comments	17

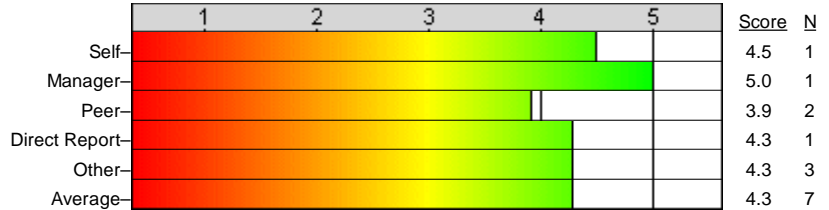
Individuals Who Provided Feedback

Assessor	Number
Self	1
Manager	1
Peer	2
Direct Report	1
Other	3
Average	7

This section of the report includes some highlights through the four key areas shown below. Some areas pull scores from two to three competencies. The graph reflects the scoring for each area by the different rater groups.

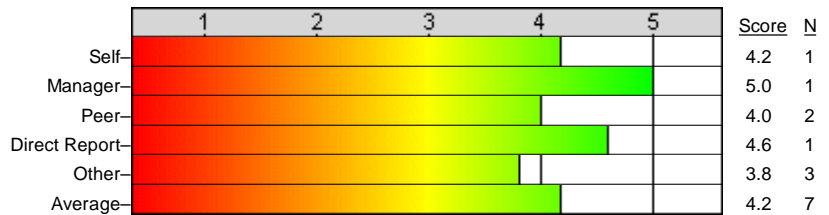
Impact Culture, Values and Brand

Shape an inclusive culture, role model values and make the brand for diversity and inclusion come alive.



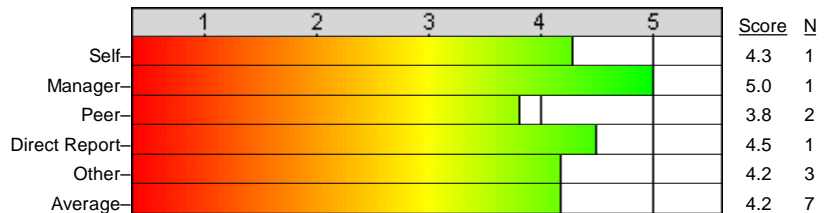
Influence Marketplace, Customers and Community

Lead with customer and community insights to create solutions for diverse market segments.



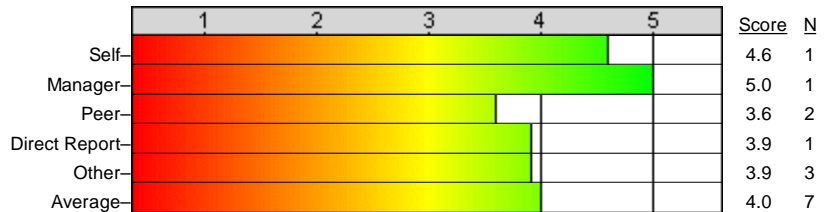
Leadership Character

Inspire the best from people, lead with courage, self-aware and promote wellness and balance.



Talent & Inclusion Champion

Attract, engage and develop talent, create an inclusive workplace, leverage 'diversity of thought' to create solutions.

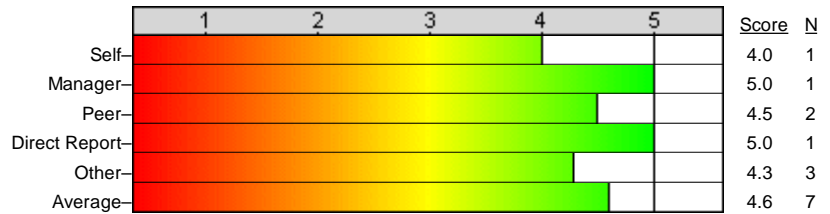


Ratings: 1=Never; 2=Seldom; 3=Occasionally; 4=Usually; 5=Always

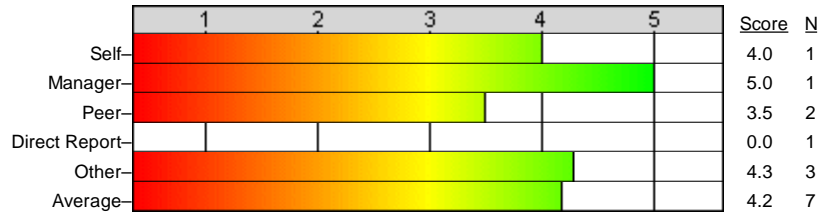
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Impact Culture, Values and Brand - *Shape an inclusive culture, role model values and make the brand for diversity and inclusion come alive.*

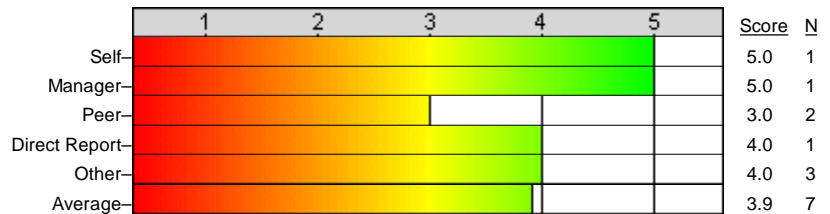
1. Have clarity about what diversity and inclusion means to me personally, my team and the organization



2. Role model our values and make our brand for diversity and inclusion come alive



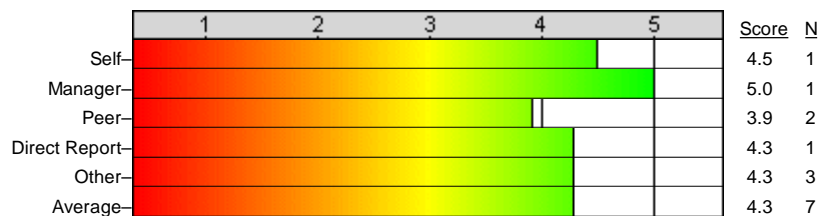
3. Create a culture where people can bring their "authentic" selves (with their ideas, backgrounds and perspectives) to the team and to the organization



4. Champion workplace policies and practice to create a diverse and inclusive workplace



Competency Average

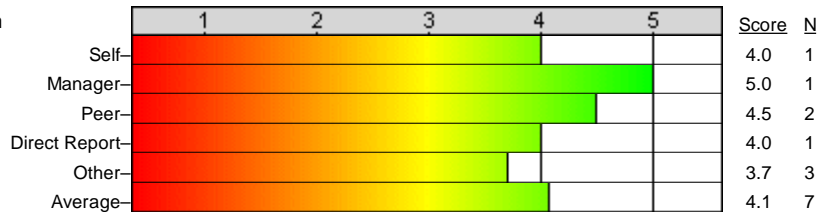


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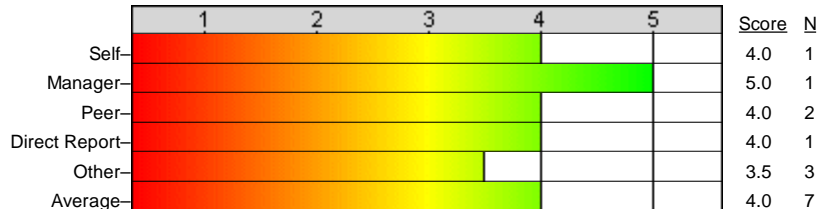
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Influence Marketplace, Customers and Community - Lead with customer and community insights to create solutions for diverse market segments.

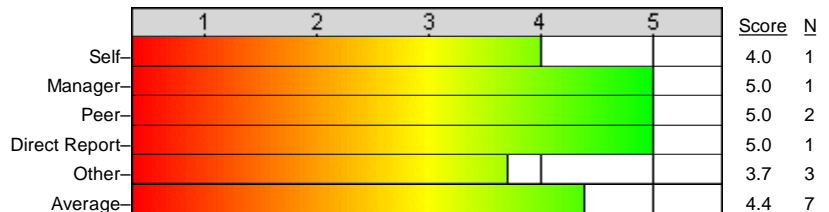
5. Foster the true value of diversity and inclusion at the intersection of marketplace, talent and community



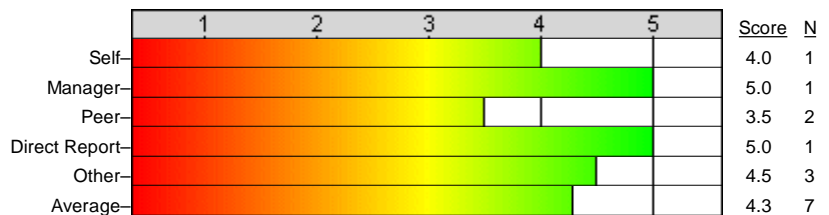
6. Value the power that cultural differences bring to our ability to offer solutions to meet diverse customer needs



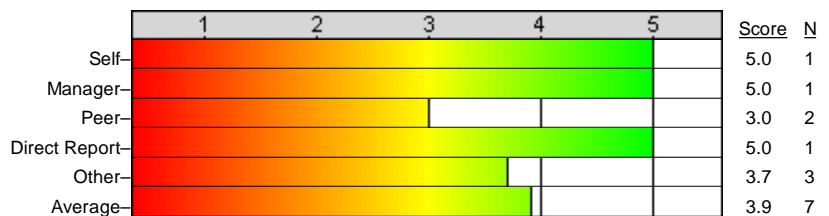
7. Ensure that business plans or strategies reflect customer insights and demographics



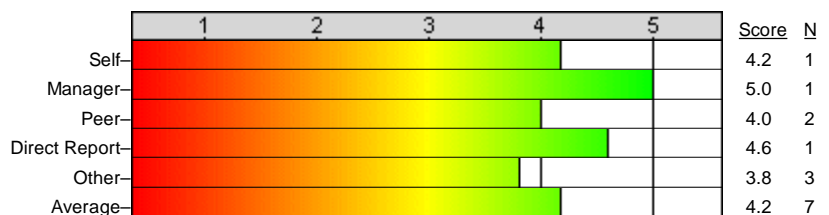
8. Ensure that marketing collateral and messaging is embraced by diverse market segments



9. Actively lead community outreach initiatives and cultivate diverse networks



Competency Average

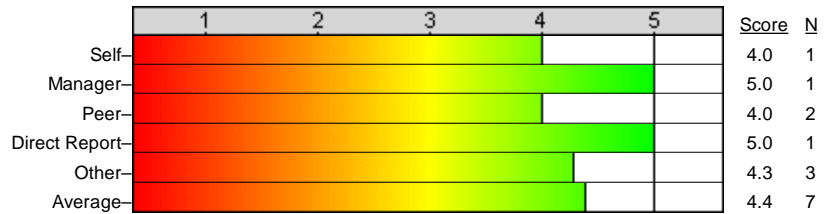


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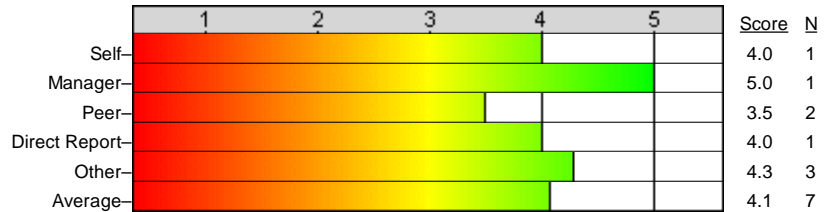
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Leadership Character and Effectiveness - *Inspire the best from people, lead with courage and create a sense of shared purpose.*

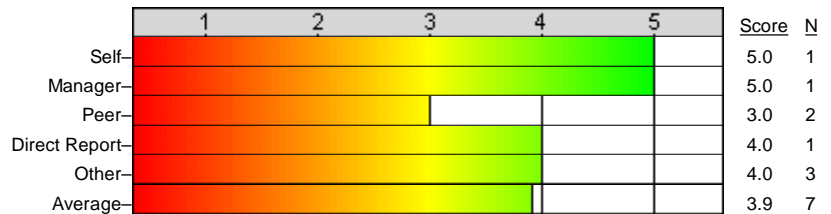
10. Actively listen and engage with people from all walks of life



11. Influence others and inspire trust by being transparent and authentic



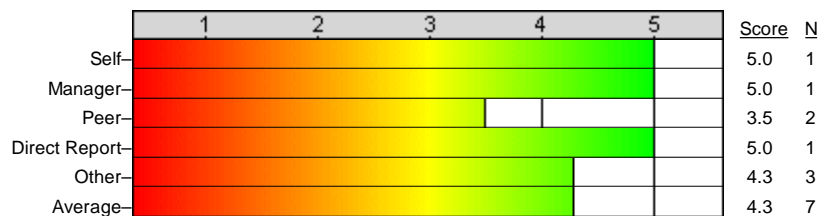
12. Act with courage and use good judgment to do the right thing



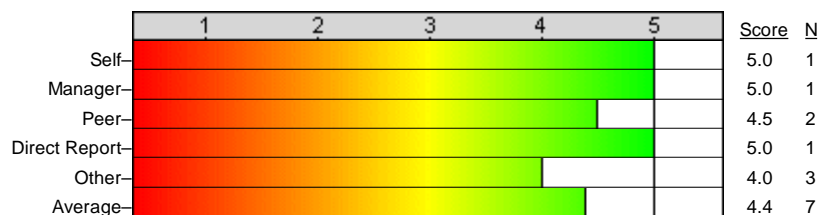
13. Am approachable, humble and connect with people on a "human level"



14. Generate a sense of shared purpose that unites people from all backgrounds



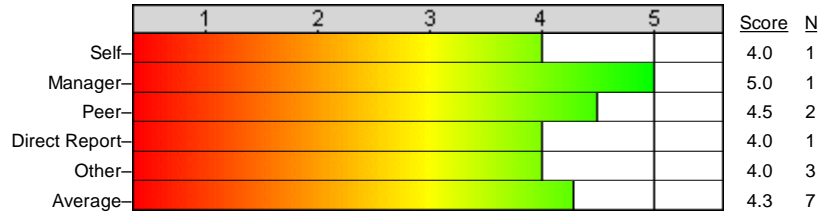
15. Push beyond rhetoric to lead change in the area of talent, diversity and inclusion



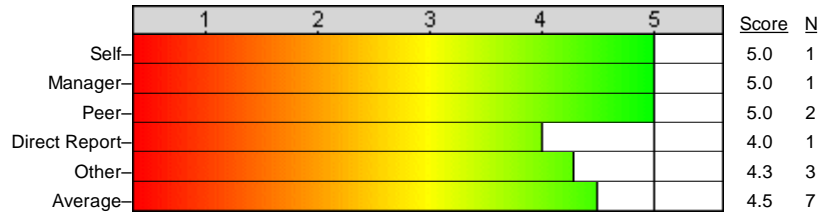
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Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

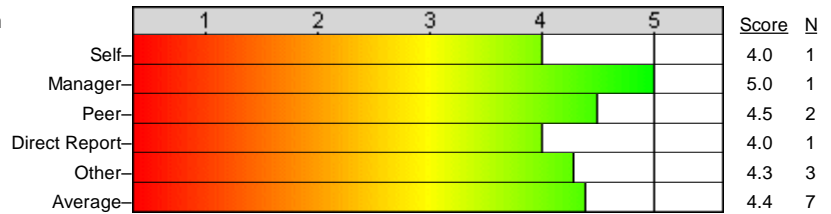
16. Practice straight talk without putting down the thoughts and feelings of others



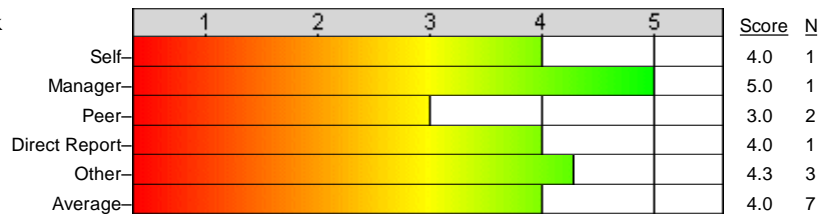
17. Work effectively across organizational, functional and cross-cultural boundaries



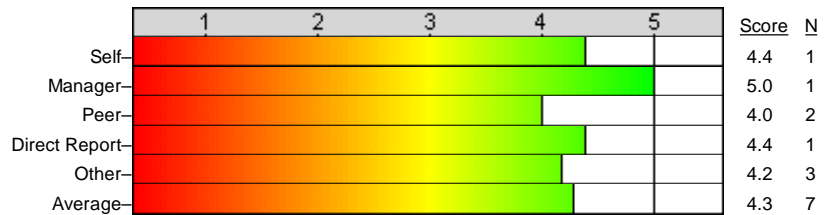
18. Lead team meetings where people engage in a healthy debate in the spirit of finding the best answers to make great decisions



19. Anticipate, lead and embrace change to seek new opportunities



Competency Average

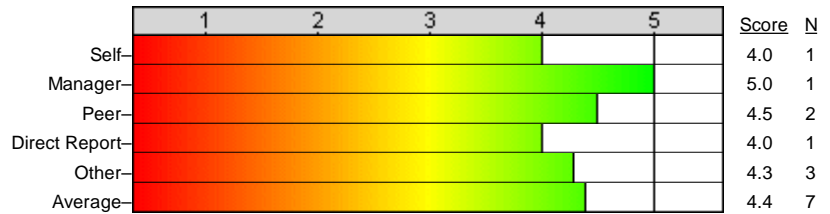


Ratings: 1=Never; 2=Seldom; 3=Occasionally; 4=Usually; 5=Always

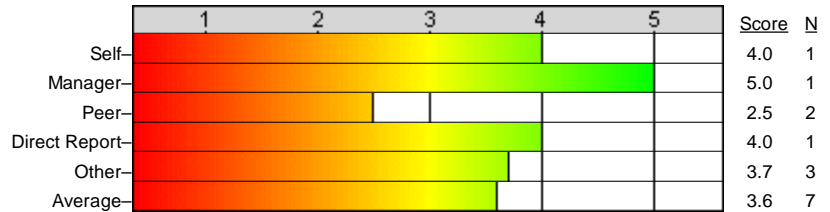
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Talent Commitment and Capabilities - Committed to attracting, engaging and developing talent to build a high performing team now and in the future.

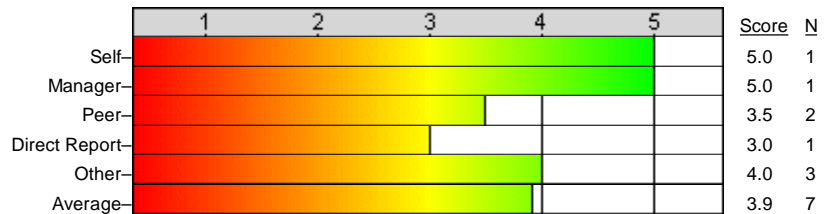
20. Am able to attract, retain and engage a healthy share of the talent pool in the communities where we operate



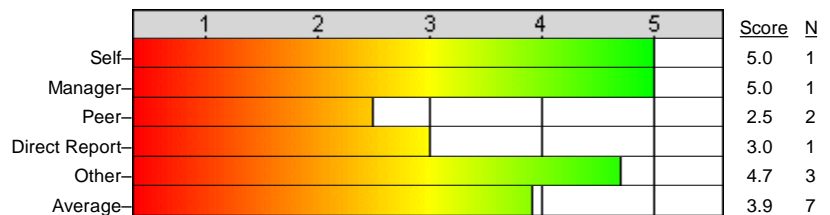
21. Am an early adopter of organizational talent, diversity and inclusion initiatives



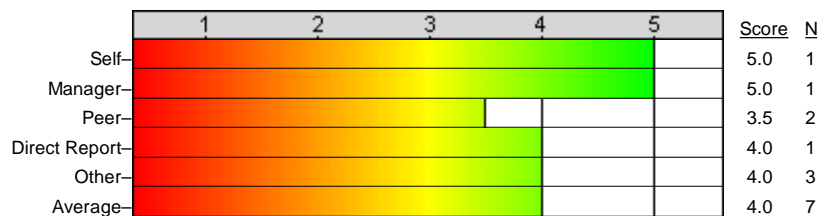
22. Build teams that have a breadth of viewpoints, experiences and capabilities



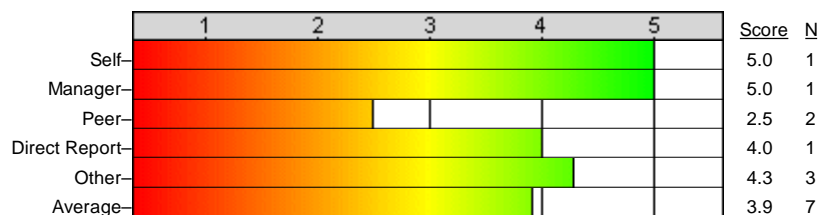
23. Champion robust development plans for my team



24. Serve in a mentoring capacity to develop others



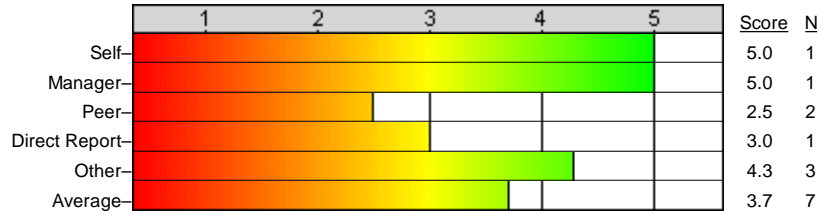
25. Have a track record of identifying and developing diverse leaders for succession



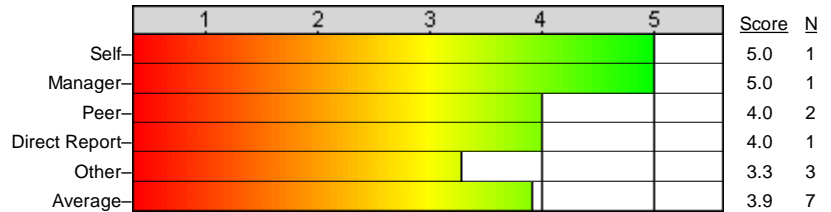
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Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

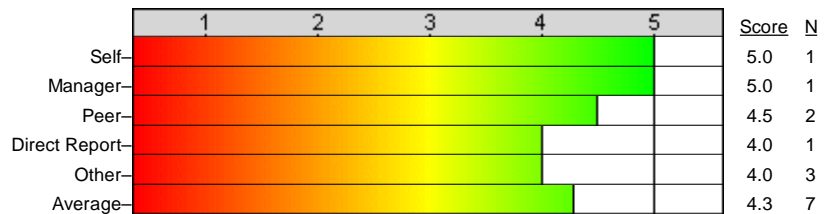
26. Lead with clear performance expectations and accountability



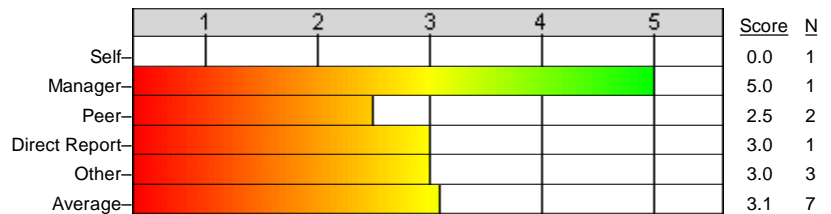
27. Am effective at building high performing diverse teams



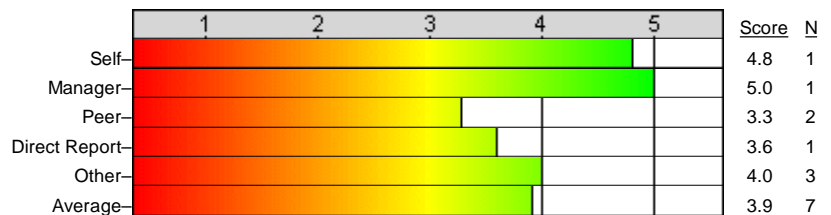
28. Empower and coach people through timely feedback that they can act on



29. Develop, recognize and shape an engaged team



Competency Average

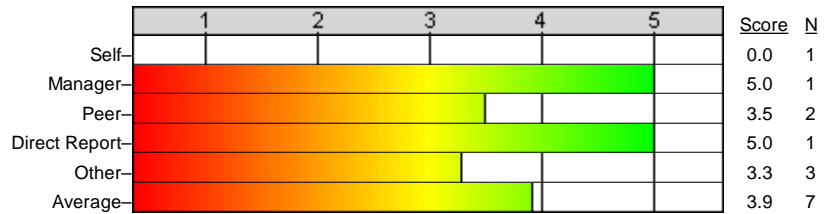


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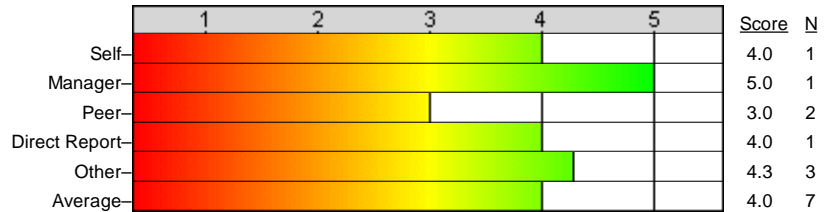
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Mindfulness and Wellness - *Self-aware, reflective, calm and collected, promote balance and wellness and shape a positive workplace.*

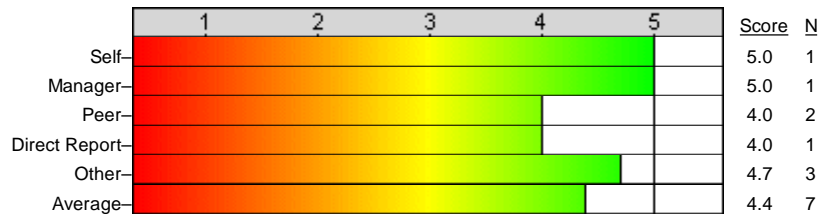
30. Am reflective and thoughtful in my actions



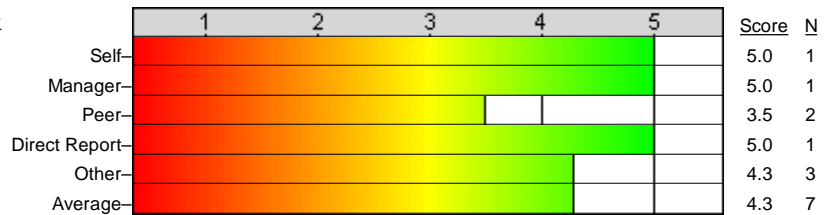
31. Am self-aware of the impact gestures, facial expressions and tone of voice have in creating an inclusive environment



32. Practice the simple act of common courtesy to all



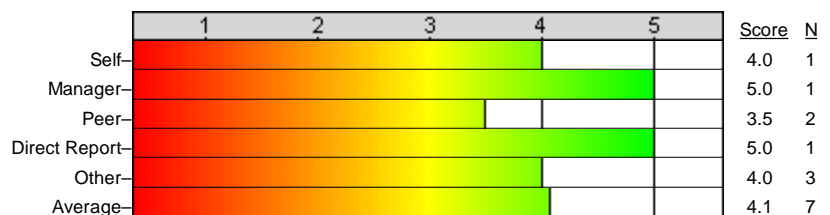
33. Promote balance between personal and work demands



34. Am committed to physical and mental wellness of employees



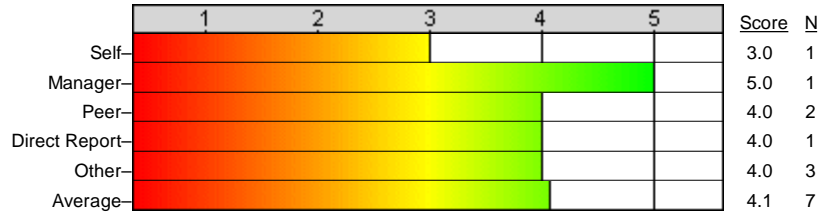
35. Effectively manage my time and I am accessible to the team



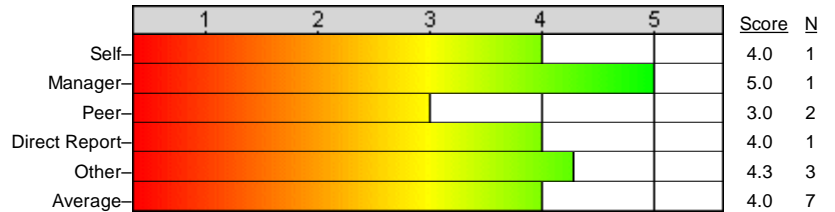
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Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

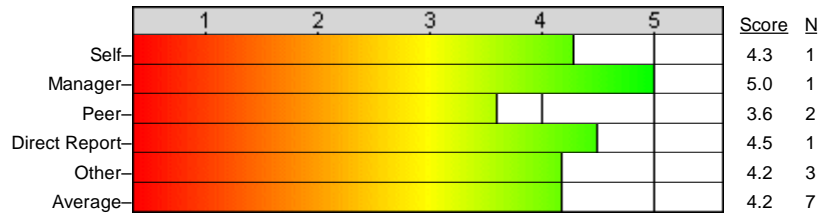
36. Am calm and collected while dealing with conflict and stressful situations



37. Am supportive of the self-esteem and dignity of every person



Competency Average

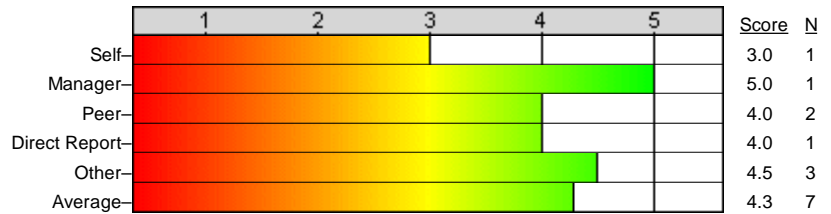


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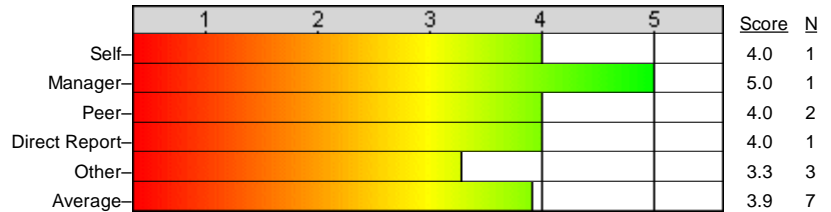
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Leverage Diversity of Thought for Innovation and Collaboration - *Leverage diversity of people and thinking, and engage people to create innovative solutions. Challenge current thinking and facilitate idea exchange and collaboration.*

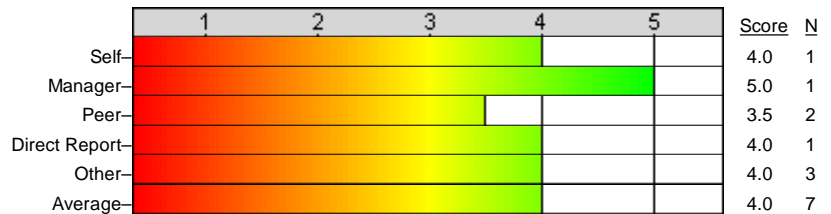
38. Bring together diverse teams to collaborate and create solutions



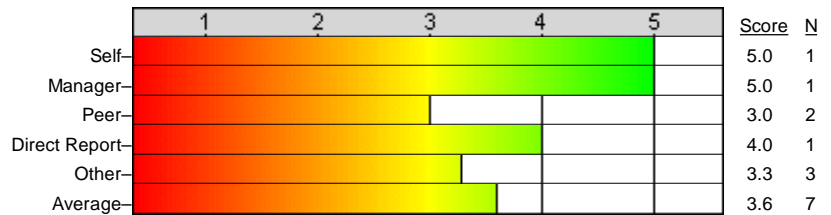
39. Promote diverse perspectives that can help innovation through idea generation and experimentation



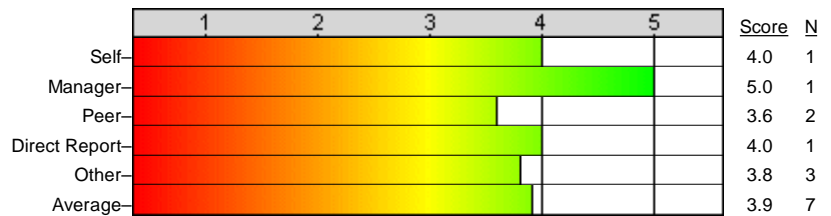
40. Create an environment that is conducive to idea exchange or out-of-the box thinking to solve problems



41. Encourage employees to produce original answers and diverse points of view to a question or challenge



Competency Average

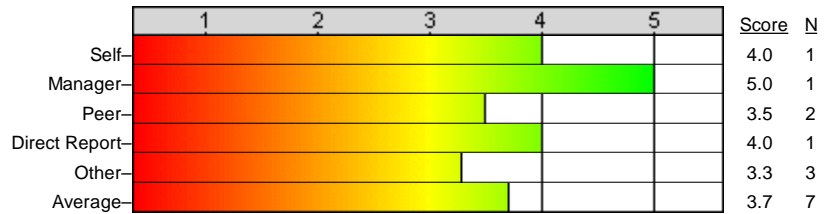


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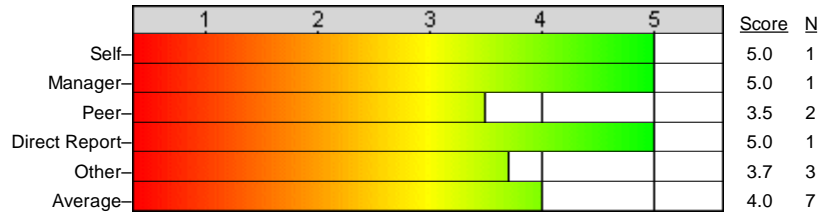
Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Inclusive Leader - Create an inclusive workplace, welcome different viewpoints, self-aware and curious to learn about different cultures.

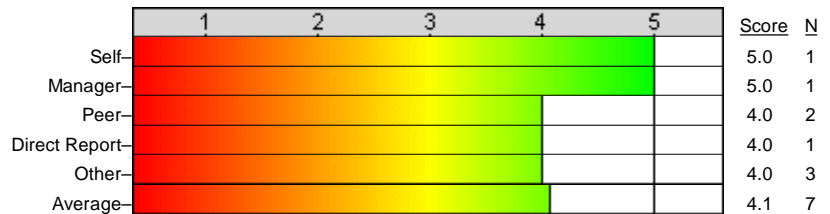
42. Build a culture where people feel involved, respected, valued and connected



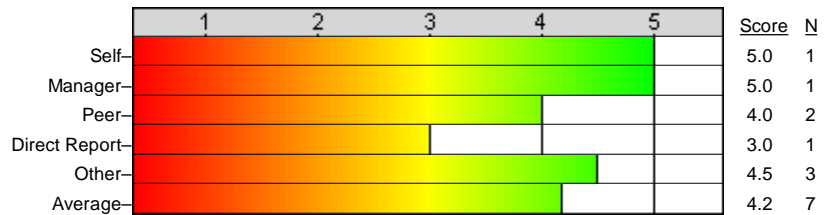
43. Am mindful of personal biases and work diligently to minimize their impact



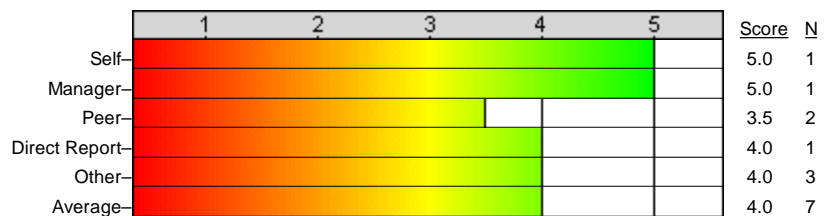
44. Approach cross-cultural situations with an open mind and a willingness to ask questions, listen and learn



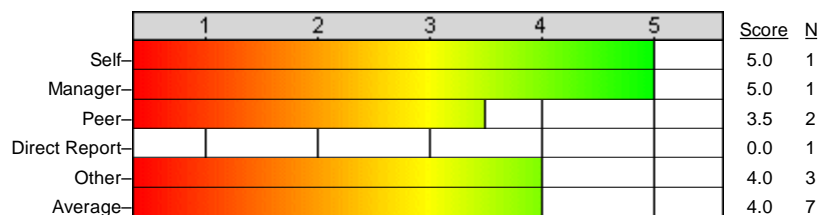
45. Raise awareness through feedback how personal work style includes or excludes others



46. Consider the perspectives, views and skills from all generations in the workforce



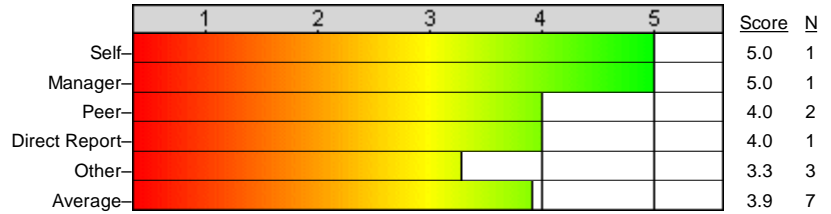
47. Am able to adapt and change my approach to work with someone from a different culture



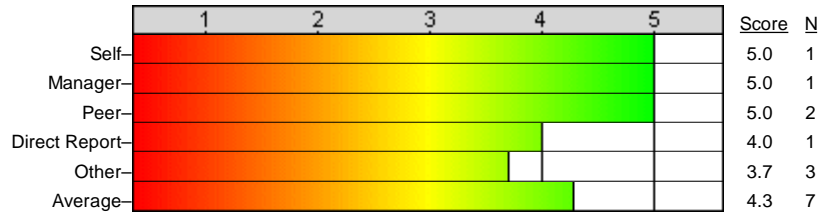
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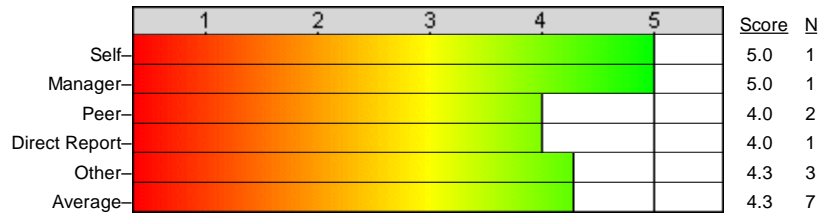
48. Address real and perceived barriers for certain groups that are under-represented



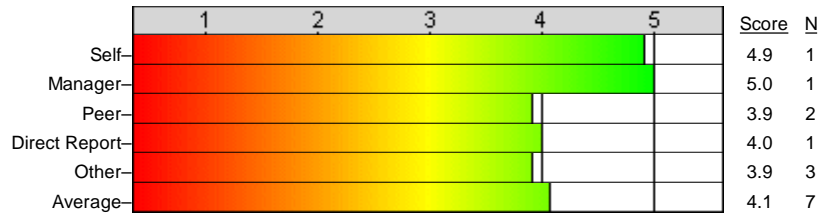
49. Am curious about different cultures, including a strong desire to understand values, beliefs, and customs of other cultures



50. Empower each person to bring their unique and distinct assets to their role, team and organization



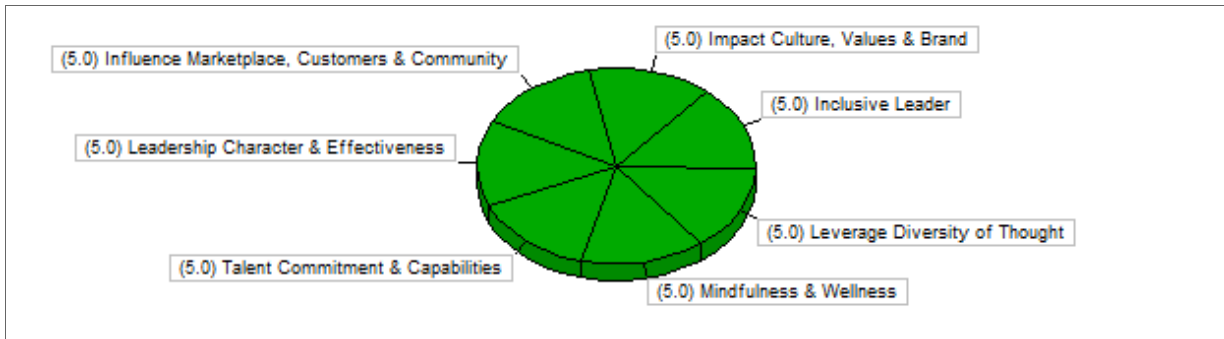
Competency Average



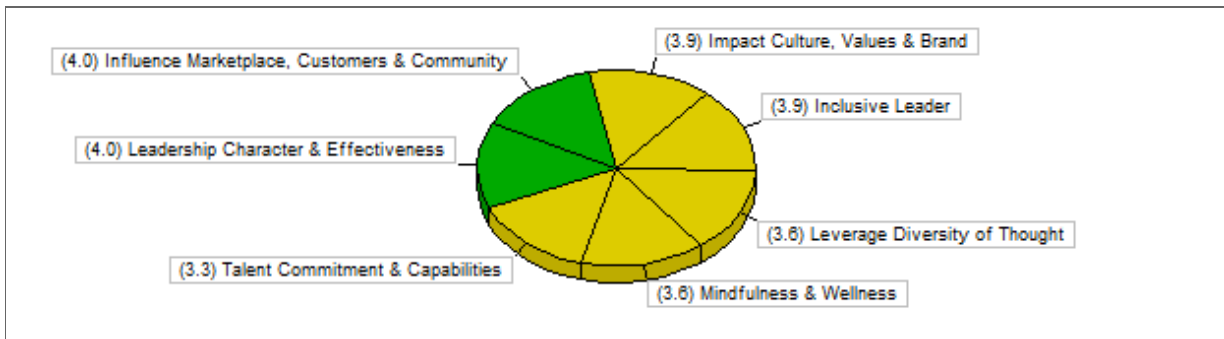
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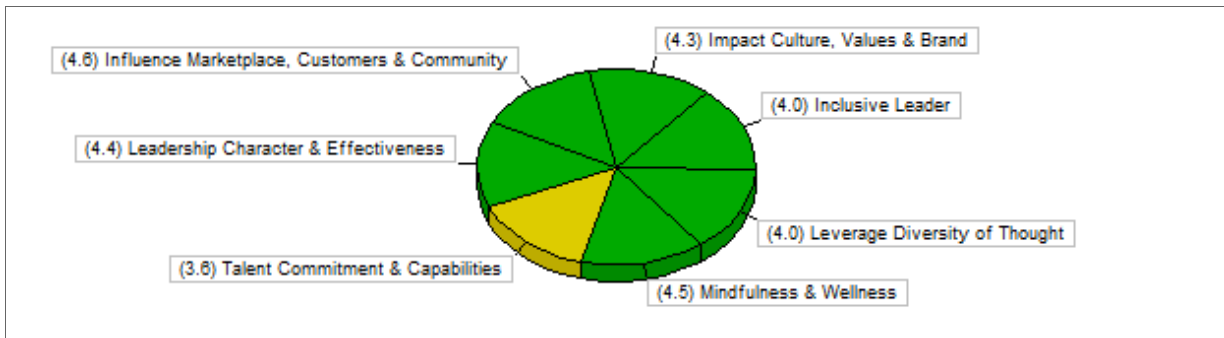
This graphic displays scores from: Manager



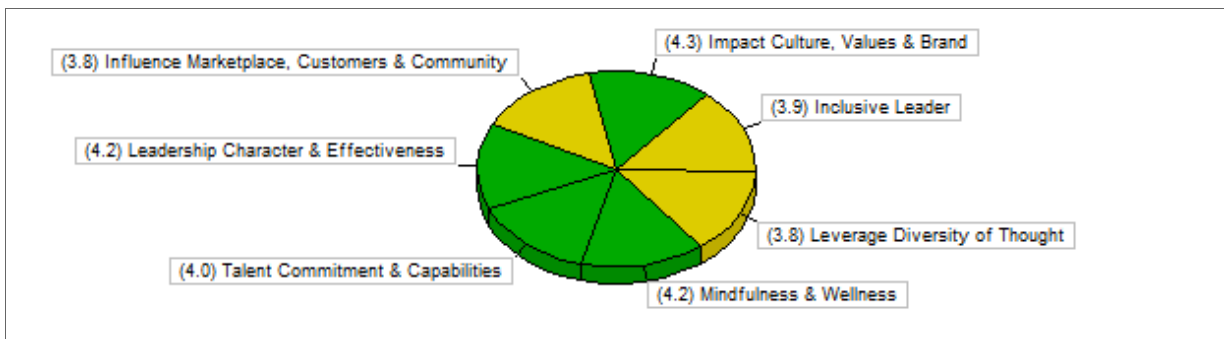
This graphic displays scores from: Peer



This graphic displays scores from: Direct Report



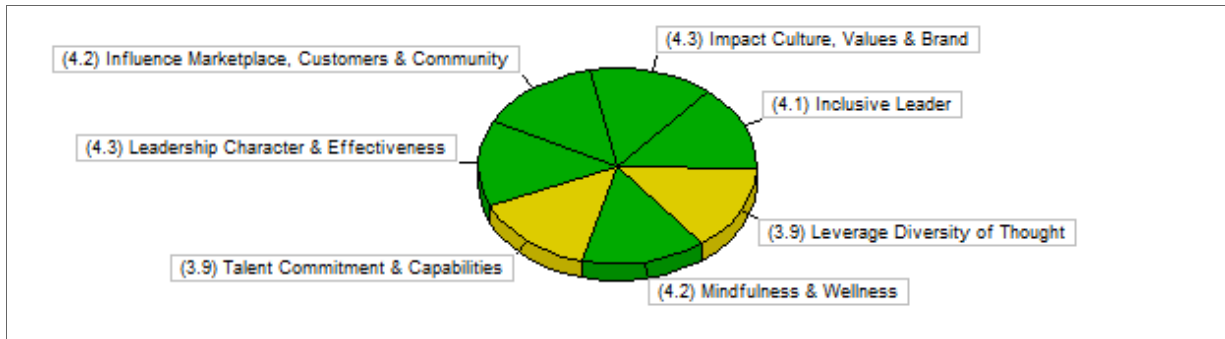
This graphic displays scores from: Other



Ratings: 1=Never; 2=Seldom; 3=Occasionally; 4=Usually; 5=Always

Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

This graphic displays scores from: Average



Ratings: 1=Never; 2=Seldom; 3=Occasionally; 4=Usually; 5=Always

Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Key Strengths

Score Competency

- 4.3 ■ Leadership Character and Effectiveness
- 4.3 ■ Impact Culture, Values and Brand
- 4.2 ■ Mindfulness and Wellness

Score Behaviour

- 4.6 ■ 4. Champion workplace policies and practice to create a diverse and inclusive workplace (Impact Culture, Values and Brand)
- 4.6 ■ 13. Am approachable, humble and connect with people on a "human level" (Leadership Character and Effectiveness)
- 4.6 ■ 1. Have clarity about what diversity and inclusion means to me personally, my team and the organization (Impact Culture, Values and Brand)
- 4.5 ■ 17. Work effectively across organizational, functional and cross-cultural boundaries (Leadership Character and Effectiveness)
- 4.4 ■ 7. Ensure that business plans or strategies reflect customer insights and demographics (Influence Marketplace, Customers and Community)
- 4.4 ■ 34. Am committed to physical and mental wellness of employees (Mindfulness and Wellness)
- 4.4 ■ 32. Practice the simple act of common courtesy to all (Mindfulness and Wellness)
- 4.4 ■ 20. Am able to attract, retain and engage a healthy share of the talent pool in the communities where we operate (Talent Commitment and Capabilities)
- 4.4 ■ 18. Lead team meetings where people engage in a healthy debate in the spirit of finding the best answers to make great decisions (Leadership Character and Effectiveness)
- 4.4 ■ 15. Push beyond rhetoric to lead change in the area of talent, diversity and inclusion (Leadership Character and Effectiveness)

Development Opportunities

Score Competency

- 3.9 ■ Leverage Diversity of Thought for Innovation and Collaboration
- 3.9 ■ Talent Commitment and Capabilities
- 4.1 ■ Inclusive Leader

Score Behaviour

- 3.1 ■ 29. Develop, recognize and shape an engaged team (Talent Commitment and Capabilities)
- 3.6 ■ 21. Am an early adopter of organizational talent, diversity and inclusion initiatives (Talent Commitment and Capabilities)
- 3.6 ■ 41. Encourage employees to produce original answers and diverse points of view to a question or challenge (Leverage Diversity of Thought for Innovation and Collaboration)
- 3.7 ■ 26. Lead with clear performance expectations and accountability (Talent Commitment and Capabilities)
- 3.7 ■ 42. Build a culture where people feel involved, respected, valued and connected (Inclusive Leader)
- 3.9 ■ 12. Act with courage and use good judgment to do the right thing (Leadership Character and Effectiveness)
- 3.9 ■ 22. Build teams that have a breadth of viewpoints, experiences and capabilities (Talent Commitment and Capabilities)
- 3.9 ■ 23. Champion robust development plans for my team (Talent Commitment and Capabilities)
- 3.9 ■ 25. Have a track record of identifying and developing diverse leaders for succession (Talent Commitment and Capabilities)
- 3.9 ■ 27. Am effective at building high performing diverse teams (Talent Commitment and Capabilities)

Notes:

Notes:

Ratings: 1=Never; 2=Seldom; 3=Occasionally; 4=Usually; 5=Always

Legend: Strengths (4 or more); Possible Growth Opportunities (3 to 3.9); Visible Growth Opportunities (less than 3)

Continue doing...

Self

- Committed to my team and their development.

Others

- buying beer for everyone
- Provide a very inclusive environment for all.
- She can continue to bring awareness to her team mates about the benefits of considering the views of people from diverse backgrounds and experience.
- coaching

Stop doing...

Self

- Nothing to add.

Others

- sending useless emails
- Second guessing decisions.
- impatient

Start doing...

Self

- More regular coaching.

Others

- retirement
- More regular team meetings to provide updates.
- consult

Any other suggestions/comments:

Self

- Same as above.

Others

- everything is wonderful
- Nothing to add.
- testing