

360 Analysis

Executive Leadership Survey

Dr. John Smith

Summary

The Executive Leadership Survey consists of 49 questions over 19 leadership dimensions. A total of 10 raters responded to the survey: peers = 4, reports = 4, manager = 1, self = 1. Average (mean) score from peers was 5.69 on a 7 point scale, reports = 4.87, manager = 6.12, and from self = 5.93. Overall mean score was 5.65 on a 7 point scale.

Areas of Strengths

Dr. Smith's strongest ratings were in D. Business & Financial Acumen, E. Industry & Market Insight, and F. Organizational Savvy. Comments indicate that:

- Dr. Smith is appreciated for being supportive and available
- He has a positive attitude and is approachable
- Good at handling difficult situations, and can make decisions quickly

Opportunities for Development

Dr. Smith's weakest ratings were in O. Push/Pressure and A. Leadership Vision. Although Push/Pressure scores are best in the lower range, Dr. Smith's scores place him in the 15-20th centile compared to others who have taken the survey. This suggests that he has a great deal of opportunity to **increase pressure and direction** among his staff.

Comments indicate that staff would like **more involvement from Dr. Smith and stronger leadership.**

Recommended Development and Targets

Dr. Smith is appreciated for his supportiveness, availability, and positive attitude. These are wonderful strengths on which to build. As with all leaders, he has opportunities to strengthen his leadership skills to be even more effective.

Scores from reports were considerably lower in all categories than those of other raters. Comments indicate that staff would like to have stronger leadership from Dr. Smith, including more involvement from him, more leadership vision for the long term, and more assistance in developing concrete plans to achieve strategic objectives. It would probably be helpful for Dr. Smith to have a meeting with his reports and ask them what they would like from him, and listen

very carefully to their suggestions. He should take action on as many suggestions as possible, and ask for feedback as to how he is progressing during the next year.

He may presently focus more energy than is necessary on being agreeable; he has the support to push for stronger results, which may improve his department's overall productivity.

Scores from peers and his manager indicate that he is managing horizontally and upward very well. Most of his development focus in the next year would best be placed on increasing his leadership skills with his reports.

These are suggestions from an experienced coach based on the survey data. This report does not take into account Dr. Smith's career goals, the context of his leadership, or any recent events that might have skewed the data. Dr. Smith should think carefully about the suggestions to determine whether they are appropriate and valid to his current situation. Personal coaching and additional interpretation may be obtained by contacting The Booth Company at www.boothco.com or 303-581-1408.