Leadership Development
Program

360-degree
Feedback Report

David Johnson
15 March 2024

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UNLOQ Leadership Development Program

360-degree Feedback Report

We spark
We guide
We empower
We unlock

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About Your 360-degree Feedback Report

This report provides feedback on how different dimensions of your leadership skills are perceived by other people. The feedback was collected from multiple sources (managers, direct reports and peers). This multi-rater feedback process is designed to support your professional development and growth in the dimensions of Personal/self-Leadership, Team Leadership and Organizational Leadership. This process is separate from the regular performance management process.

The questions for the assessment were developed to address the Automics leadership behaviors derived primarily from a leadership learning needs assessment completed in 2024. Other relevant behaviours found in the existing Automics competency framework were also incorporated in the assessment.

This report is confidential and available to me only as a coach. It is up to you to decide whether others (or who) will receive more insight from this report.

The results highlight your strengths as well as opportunities for development and growth. As a coach, I will support you through a report debriefing session during which you will gain more insight into how others perceive your leadership strengths and the areas identified for continuous development and growth. During our session, you will also have the opportunity to create your developmental plan which will guide your continuous personal and professional growth.

This report contains four main sections as stated below:
✓ Section 1: Overview of Leadership Assessment Results
✓ Section 2: Leadership Assessment Results: Averages
✓ Section 3: Five highest and five lowest rated leadership behaviors
✓ Section 4: Responses to open-ended questions

Sincerely,

Diana Steel

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Section 1: Overview of Leadership Assessment Results

This section presents the results of the Leadership Assessment.

The scores are shown in the graph for each leadership behavior. Your score (Self) is presented at this first assessment level (M1). Below the (Self) display, the average respondents' scores for the Peer, Direct Report and Manager categories are shown respectively.

The second assessment level (M2) is also visible in the graph (2nd bar) and also in the table. The difference between (M1) and (M2) will measure your level of growth.
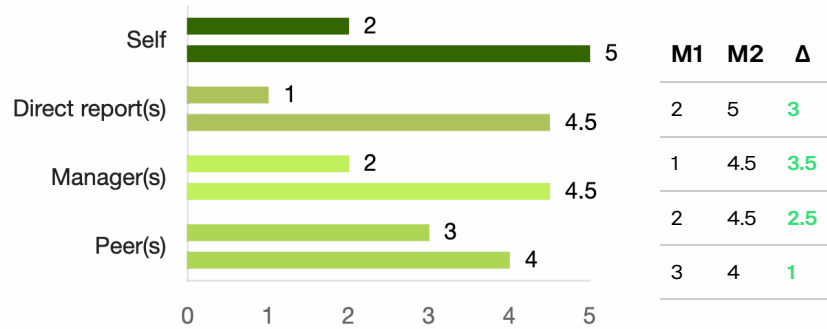
The score is displayed on a 5-point Likert scale, meaning that the score runs from 1) strongly disagree to 5) strongly agree.

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1. Personal / Self Leadership

1.1 Manages his/her emotions, even in high-pressure situations.

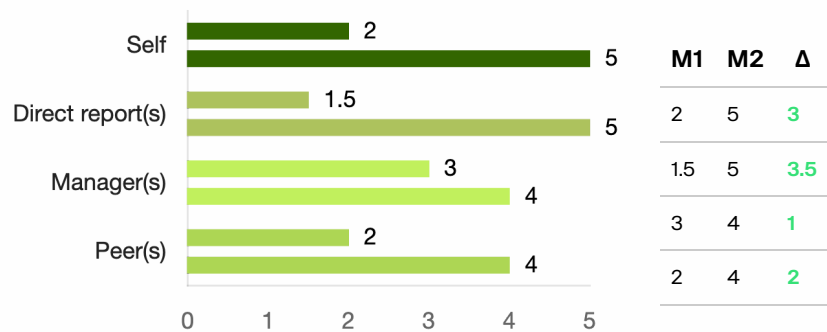I manage my emotions, even in high-pressure situations.

	Self		
	2		
	5		

	M1	M2	Δ
Self			
Direct report(s) 1 / 4.5	2	5	3
Manager(s) 2 / 4.5	1	4.5	3.5
Peer(s) 3 / 4	2	4.5	2.5
	3	4	1

1.2 Demonstrates an awareness of how his/her actions and decisions affect others.

I am aware of how my actions and decisions affect others.

	M1	M2	Δ
Self 2 / 5			
Direct report(s) 2 / 4.5	2	5	3
Manager(s) 1 / 5	2	4.5	2.5
Peer(s) 1 / 5	1	5	4
	1	5	4
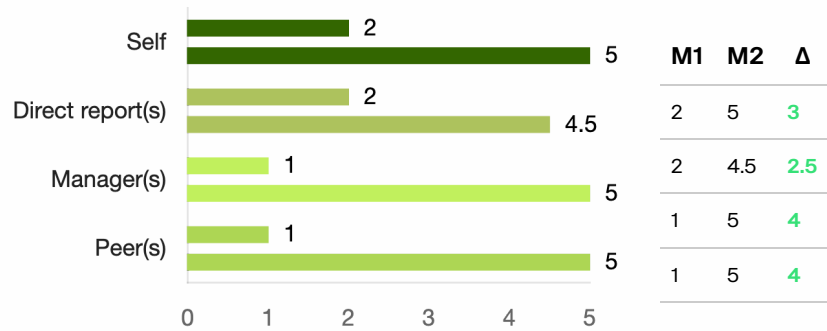
1.3 Treats mistakes and setbacks as learning opportunities.

I consider mistakes and setbacks as learning opportunities.

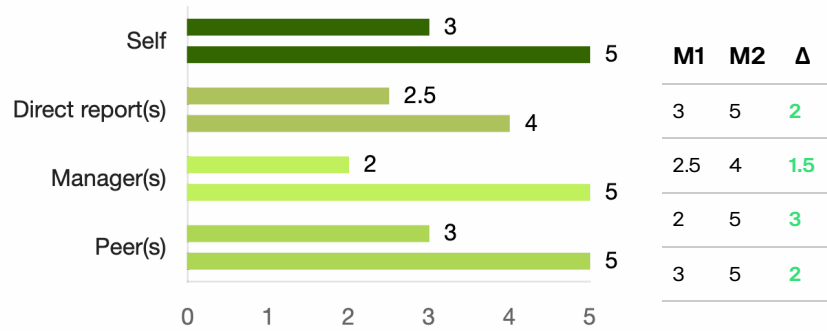|	M1	M2	Δ
Self 2 / 5			
Direct report(s) 1.5 / 5	2	5	3
Manager(s) 3 / 4	1.5	5	3.5
Peer(s) 2 / 4	3	4	1
	2	4	2

Scale 1: strongly disagree / 2: disagree / 3: neither agree nor disagree / 4: agree / 5: strongly agree

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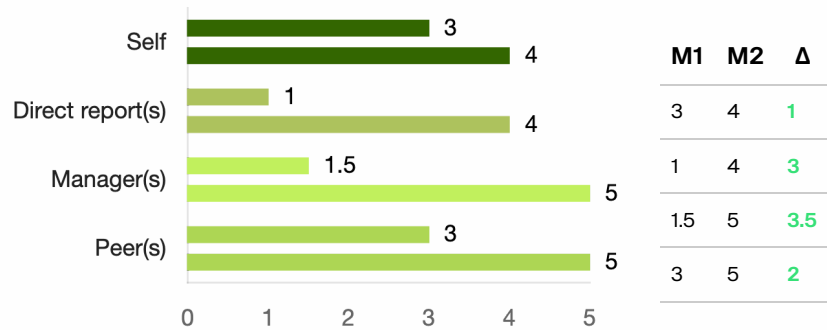
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1.4 Takes ownership of work and holds self accountable for results.

I take ownership of work and hold myself accountable for results.

	Self	Direct report(s)	Manager(s)	Peer(s)
	3	2.5	2	3
	5	4	5	5

	M1	M2	Δ
Self	3	5	2
Direct report(s)	2.5	4	1.5
Manager(s)	2	5	3
Peer(s)	3	5	2

1.5 Acts as a role model for respectful behaviour in the workspace.

I act as a role model for respectful behaviour in the workspace.

	Self	Direct report(s)	Manager(s)	Peer(s)
	3	1	1.5	3
	4	4	5	5

	M1	M2	Δ
Self	3	4	1
Direct report(s)	1	4	3
Manager(s)	1.5	5	3.5
Peer(s)	3	5	2

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15 March 2024
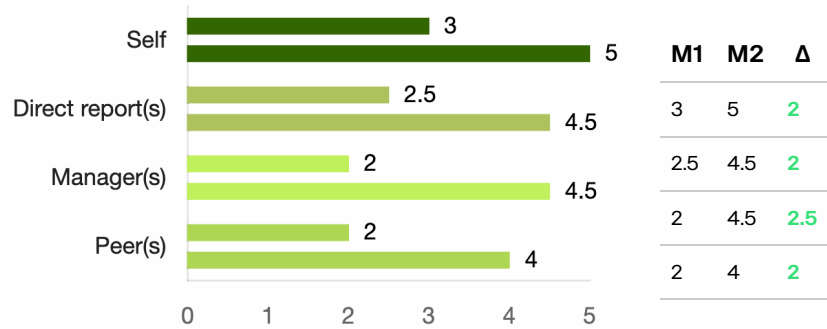
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2. Team Leadership

2.1 Holds self and team members accountable for achieving their objectives.

I hold myself and team members accountable for achieving their objectives.
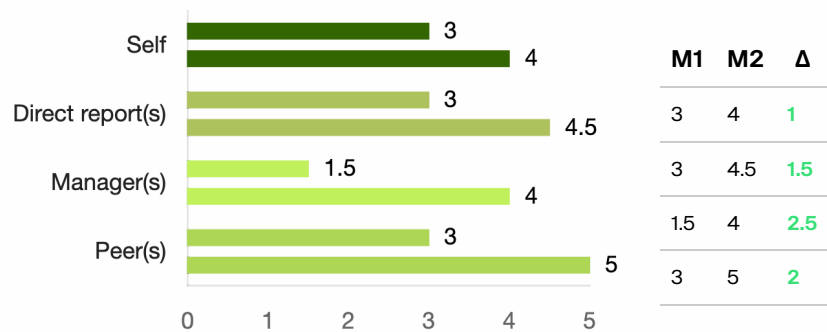
	Self	3
		5
Direct report(s)	2.5
	4.5
Manager(s)	2
	4.5
Peer(s)	2
	4

M1	M2	Δ
3	5	2
2.5	4.5	2
2	4.5	2.5
2	4	2

2.2 Treats all team members fairly and with dignity and respect.

I treat all team members fairly, with dignity and respect.

	Self	3
		4
Direct report(s)	2.5
	4.5
Manager(s)	1
	5
Peer(s)	1
	4

M1	M2	Δ
3	4	1
2.5	4.5	2
1	5	4
1	4	3
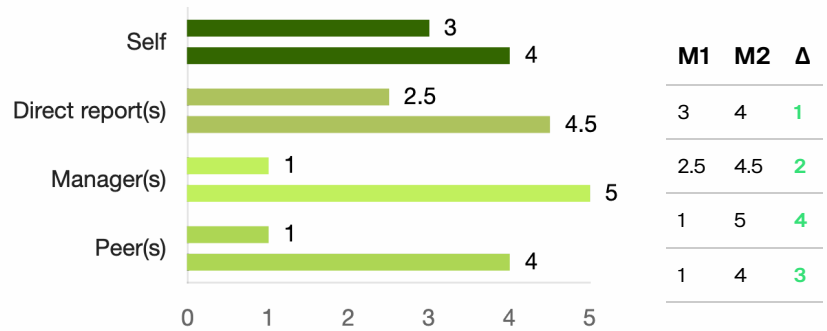
2.3 Recognizes the value of workplace diversity and demonstrates cultural competence.

I recognize the value of workplace diversity and I demonstrate cultural competence.

	Self	3
		4
Direct report(s)	3
	4.5
Manager(s)	1.5
	4
Peer(s)	3
	5

M1	M2	Δ
3	4	1
3	4.5	1.5
1.5	4	2.5
3	5	2

Scale 1: strongly disagree / 2: disagree / 3: neither agree nor disagree / 4: agree / 5: strongly agree

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2.4 Creates an inclusive environment that fosters trust, transparency, collaboration, and open communication.

I create an inclusive environment that fosters trust, transparency, collaboration, and open communication.

	M1	M2	Δ
	2	4	2
	2	4.5	2.5
	2	4.5	2.5
	2	5	3
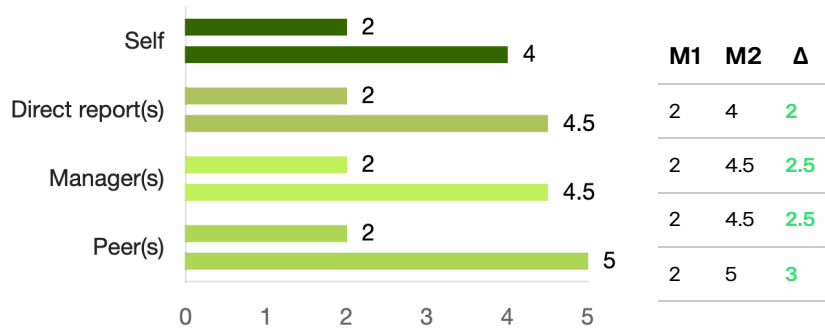
2.5 Nurtures talent: Coaches, motivates, and empowers others to achieve results.

I nurture talent: I coach, motivate, and empower others to achieve results.

	M1	M2	Δ
	2	5	3
	3	4	1
	2.5	4.5	2
	2	4	2
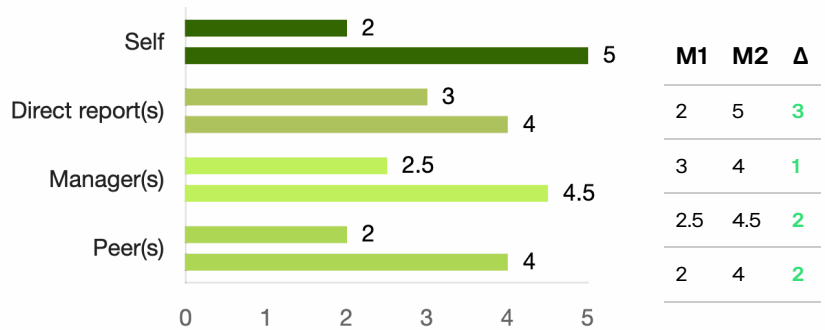
2.6 Gives honest and constructive feedback for professional growth.

I give honest and constructive feedback for professional growth.

	M1	M2	Δ
	1	4	3
	2	5	3
	1.5	4.5	3
	3	5	2

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David Johnson
15 March 2024

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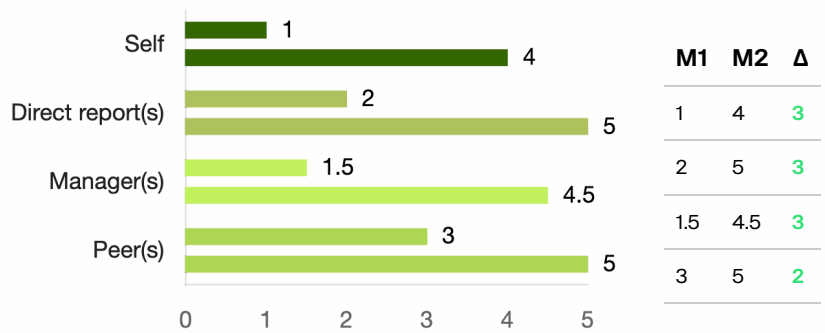
3. Organizational Leadership

3.1 Effectively communicates the Agency's priorities and guides others towards meeting them.

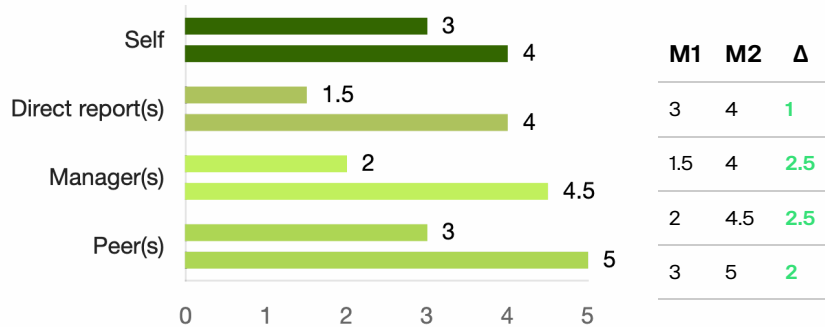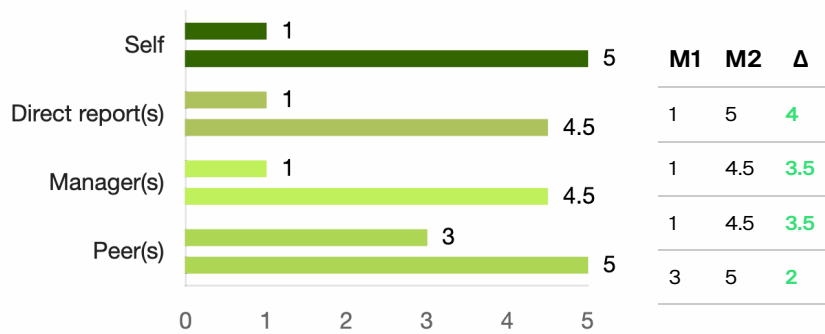I effectively communicate the Agency's priorities and guide others towards meeting them.

		M1	M2	Δ
Self	3 / 4			
Direct report(s)	1.5 / 4	3	4	1
Manager(s)	2 / 4.5	1.5	4	2.5
Peer(s)	3 / 5	2	4.5	2.5
		3	5	2

3.2 Encourages cross-functional dialogue (across 'silos') to optimize problem solving and innovative approaches.

I encourage cross-functional dialogue (across 'silos') to optimize problem solving and innovative approaches.

		M1	M2	Δ
Self	1 / 5			
Direct report(s)	1 / 4.5	1	5	4
Manager(s)	1 / 4.5	1	4.5	3.5
Peer(s)	3 / 5	1	4.5	3.5
		3	5	2

3.3 Actively looks for best practices and is open-minded to innovative ideas and solutions.

I actively look for best practices and am open-minded to innovative ideas and solutions.
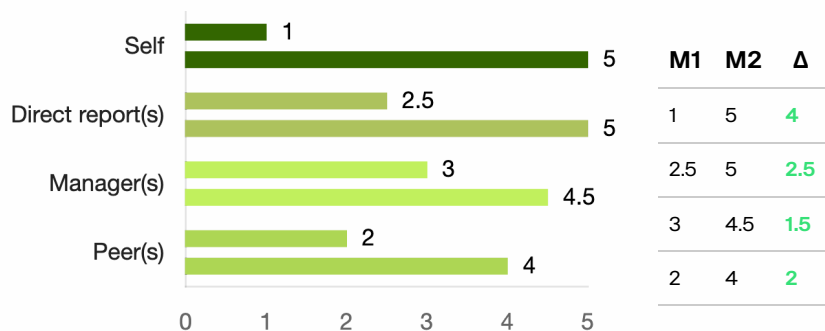
		M1	M2	Δ
Self	1 / 5			
Direct report(s)	2.5 / 5	1	5	4
Manager(s)	3 / 4.5	2.5	5	2.5
Peer(s)	2 / 4	3	4.5	1.5
		2	4	2

Scale 1: strongly disagree / 2: disagree / 3: neither agree nor disagree / 4: agree / 5: strongly agree

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David Johnson
15 March 2024

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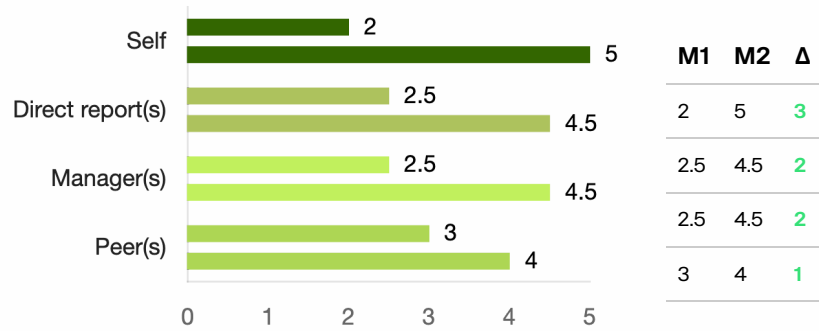### 3.4 Leads changes effectively and helps others respond well to changes.

I lead changes effectively and helps others respond well to changes.

	Self	Direct report(s)	Manager(s)	Peer(s)
M1		2	2.5	2.5	3

	M1	M2	Δ
Self			
Direct report(s)	2	5	3
Manager(s)	2.5	4.5	2
Peer(s)	2.5	4.5	2
	3	4	1

Self: 2 / 5
Direct report(s): 2.5 / 4.5
Manager(s): 2.5 / 4.5
Peer(s): 3 / 4

3.5 Involves partners and stakeholders at critical stages of processes and promotes collaboration.

I involve partners and stakeholders at critical stages of processes and promote collaboration.

	M1	M2	Δ
Self			
Direct report(s)	1	5	4
Manager(s)	2	4	2
Peer(s)	3	4	1
	2	4	2

Self: 1 / 5
Direct report(s): 2 / 4
Manager(s): 3 / 4
Peer(s): 2 / 4

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360-degree
Feedback Report

David Johnson
15 March 2024

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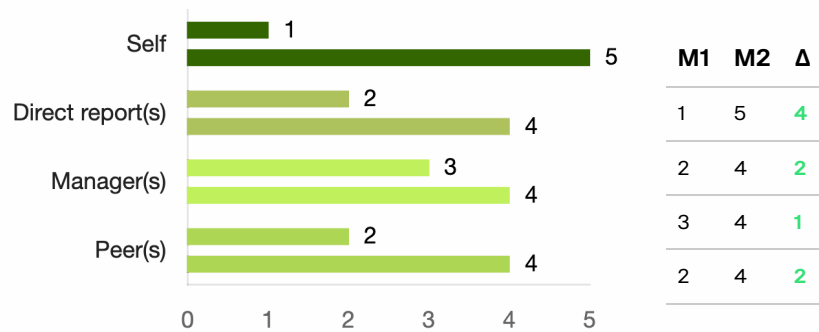
Section 2: Leadership Assessment Results: Averages

This section shows the responses for each of the three leadership dimensions of feedback collected from multiple sources (Self, Managers, Direct Reports and Peers).

- ✓ The "Average Self" column shows the overall average responses you gave yourself for each dimension.
- ✓ The respondents' columns show the averages of your raters' responses.
- ✓ The "Overall Average" column shows the averages of the raters' responses.
- ✓ Responses range from 1-Strongly Disagree to 5-Strongly Agree.

Measure moment 1 (M1)

	Average Self	Average Direct report(s)	Average Manager(s)	Average Peer(s)	Overall Average
1. Personal / Self Leadership	2.4	1.6	1.9	2.4	2
2. Team Leadership	2.3	2.5	1.8	2.2	2.2
3. Organizational Leadership	1.6	1.9	2.3	2.6	2.1

Measure moment 2 (M2)

	Average Self	Average Direct report(s)	Average Manager(s)	Average Peer(s)	Overall Average
1. Personal / Self Leadership	4.8	4.4	4.7	4.6	4.6
2. Team Leadership	4.3	4.5	4.5	4.5	4.5
3. Organizational Leadership	4.8	4.4	4.4	4.4	4.5

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360-degree
Feedback Report

David Johnson
15 March 2024
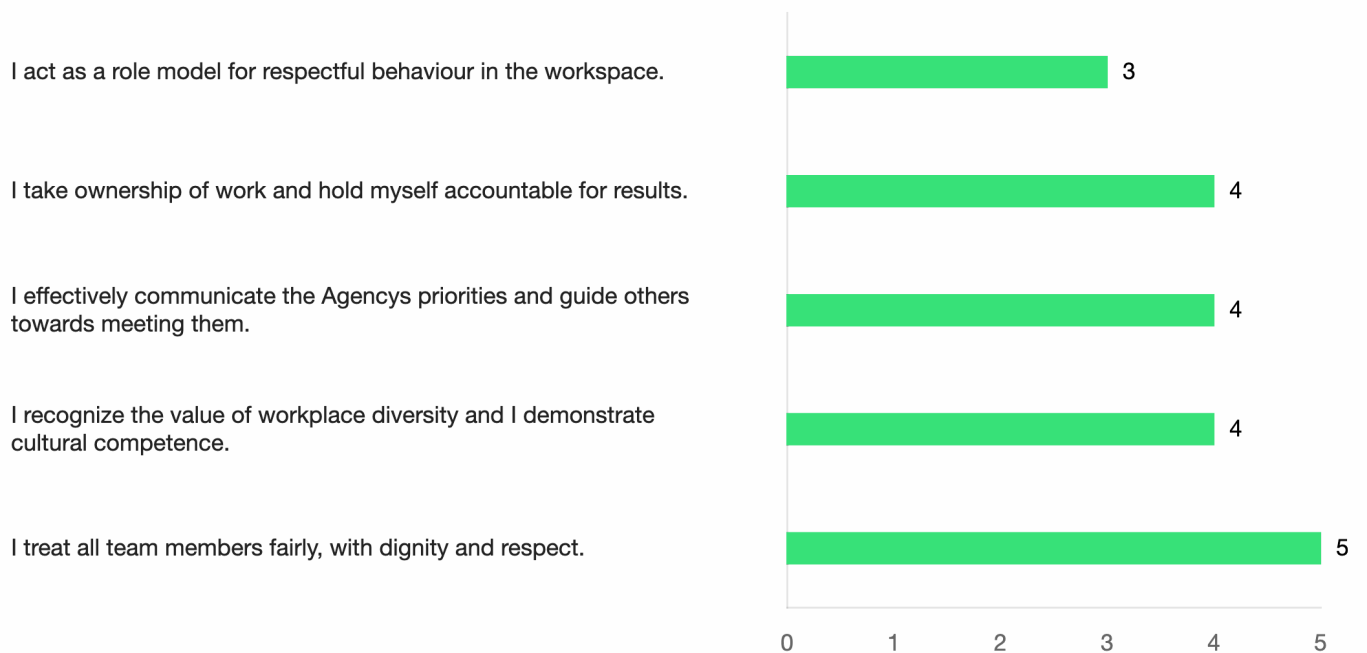
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Section 3: Five highest and five lowest rated leadership behaviors

This section presents five highest-rated leadership behaviors and also the five lowest-rated leadership behaviors (rated by Self).

First, the scores from the first measurement time point (M1) are displayed and, if available, also those of the second measurement time point (M2).

The score is displayed on a 5-point Likert scale, meaning that the score runs from 1) strongly disagree to 5) strongly agree.

Five highest rated leadership behaviors on average (M1)

Behavior	Score
I act as a role model for respectful behaviour in the workspace.	3
I take ownership of work and hold myself accountable for results.	4
I effectively communicate the Agencys priorities and guide others towards meeting them.	4
I recognize the value of workplace diversity and I demonstrate cultural competence.	4
I treat all team members fairly, with dignity and respect.	5

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360-degree
Feedback Report

David Johnson
15 March 2024

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Five lowest rated leadership behaviors on average (M1)

Behavior	Rating
I involve partners and stakeholders at critical stages of processes and promote collaboration.	1
I give honest and constructive feedback for professional growth.	1
I actively look for best practices and am open-minded to innovative ideas and solutions.	2
I encourage cross-functional dialogue (across silos) to optimize problem solving and innovative approaches.	2
I manage my emotions, even in high-pressure situations.	2

Five highest rated leadership behaviors on average (M2)

Behavior	Rating
I lead changes effectively and helps others respond well to changes.	4
I actively look for best practices and am open-minded to innovative ideas and solutions.	5
I encourage cross-functional dialogue (across silos) to optimize problem solving and innovative approaches.	5
I nurture talent: I coach, motivate, and empower others to achieve results.	5
I hold myself and team members accountable for achieving their objectives.	5

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360-degree
Feedback Report

David Johnson
15 March 2024

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Five lowest rated leadership behaviors on average (M2)

I give honest and constructive feedback for professional growth. — 1

I act as a role model for respectful behaviour in the workspace. — 2

I effectively communicate the Agencys priorities and guide others towards meeting them. — 2

I create an inclusive environment that fosters trust, transparency, collaboration, and open communication. — 2

I recognize the value of workplace diversity and I demonstrate cultural competence. — 3

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Section 4: Responses to open-ended questions

This section presents the answers given to various open-ended questions (Q).

First the answers given by self are shown, followed by the answers given by the respondents.

Q1: My greatest strength and the specific things I need to do to grow further and develop this strength.

Self	My greatest area of development would be to improve my soft skills a bit.

Q1: His/her greatest strength and specific things that he/she continue to do to grow and develop this strength.

Direct report(s)	Achieving a goal - Your determination and persistence inspire me It would be good to develop in the way he/she communicates to other people.
Manager(s)	I am in doubt if your work-life balance is well organized at the moment The professional attitude from Benjamin Franklin is currently slightly below average.
Peer(s)	I believe you could improve your time management skills a bit.

Q2: My greatest area of development and what I can do to improve in this area?

Self	My greatest strengths are to have insights in my teams as a supervisor, and I would like to confirm this feeling.

Q2: His/her greatest area for development and what can he/she do to improve in this area?.

Direct report(s)	As a colleague I experience a bit of lack of confidence to Benjamin Franklin. Nice progress Benjamin Franklin!
Manager(s)	I experience - as a colleague - that the leadership skills from Benjamin Franklin could well be improved somehow. What a significant achievements have you made on this trajectory!
Peer(s)	I notice some personal problems. It would be good to give some extra attention on that area for her.