



**And**

**ABC Company**

**360 Leadership Feedback Report  
Company Summary**

**Confidential Report**

Hawthorne Services, LLC – *"Transforming Leaders and Organizations"*  
Chuck Bower, (574) 361-6166, [Chuck@HawthorneServices.com](mailto:Chuck@HawthorneServices.com)  
Karen Kehr, (574) 596-3058, [Karenmk@HawthorneServices.com](mailto:Karenmk@HawthorneServices.com)

# ABC Company 360 Leadership Feedback Report Company Summary

## The Hawthorne 360 Leadership Feedback Report

The purpose of the 360 Leadership Feedback Report is to provide critical feedback and a development plan for the participant to improve their leadership skills.

The data was collected from the 360 survey using the following sets of Respondents: Self (participant), Boss, Direct Reports and Peers. An additional category, All Observers, includes all respondents except the participant.

The 360 survey included 56 survey items plus 5 write-in response questions. The 56 survey items are grouped into 8 categories:

- Change Management/Innovation
- Communication
- Goals/Purpose
- Interpersonal Skills
- Leadership
- Performance Management
- Personal Productivity/Organization
- Team Skills

In addition, an overall average is provided of the 56 survey items.

The 5 write-in response questions were:

- What changes could |he/she| make that would most benefit you or the company overall?
- What do you like that |he/she| does and you would like to see |him/her| do more of?
- What are the overall challenges of the organization that |his/her| strengths could help with?
- Any additional observations or comments related to your responses to questions on this survey?
- If |he/she| has disappointed or frustrated you, what has disappointed or frustrated you the most?

Each respondent was offered 6 possible choices for each survey item. They are listed below with the 360 report score and a more detailed definition:

- Almost Never (1) (0 – 10% of the time)

### Confidential Report

## ABC Company 360 Leadership Feedback Report Company Summary

- Seldom (2) (11 – 39%)
- Sometimes (3) (40 – 60%)
- Usually (4) (61 – 89%)
- Almost Always (5) (90 – 100% of the time)
- No opportunity (N/A) (no opportunity to observe this behavior)

The **most desirable** zone of scoring is 4.25 – 5.00 when rated by others who knew the manager’s work behavior. Manager’s that score within this zone have highly developed leadership and soft skills. The **typical scores** for managers who are rated as “good managers” by their company usually receive a zone of scoring of 3.50 - 4.25.

### Report Sections

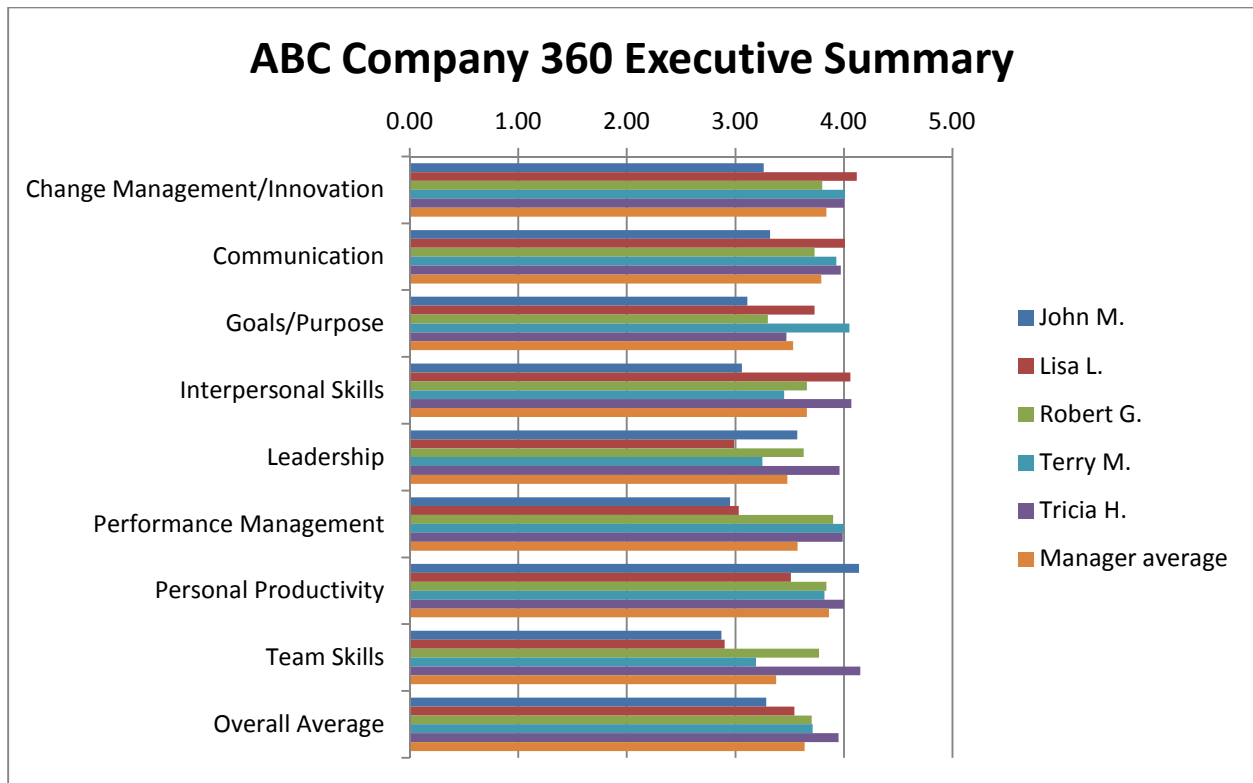
The report is organized into the following sections:

- **Executive Summary**: This section compares the average score in each report category of All Observers for each manager measured in your company.
- **Survey Item Detail**: This section compares the All Observers score for each manager in your company, for each survey item.
- **Development Considerations**: Provides insight based upon exceptional scores of the categories and survey items.

### Confidential Report

# ABC Company 360 Leadership Feedback Report Company Summary

## Executive Summary



**Most desirable scoring zone = 4.26 – 5.00**

**Desirable scoring zone = 3.50 – 4.25**

### Manager's results:

There were no managers that scored in the most desirable scoring zone, in any category or overall. With overall scores, all managers scored in the desirable scoring zone, except John M. John M. was the lowest with a 3.29 overall average. Tricia H. was the highest with a 3.95 overall average.

### Category results:

There were no categories that measured in the most desirable scoring zone. The Leadership and Team Skills categories were below the desirable scoring zone, and all others were within the desirable scoring zone. They were ranked in the following order:

## Confidential Report

## **ABC Company 360 Leadership Feedback Report Company Summary**

- 1) Personal productivity/Organization
- 2) Change Management/Innovation
- 3) Communications
- 4) Interpersonal Skills
- 5) Performance Management
- 6) Goals/Purpose
- 7) Leadership
- 8) Team Skills

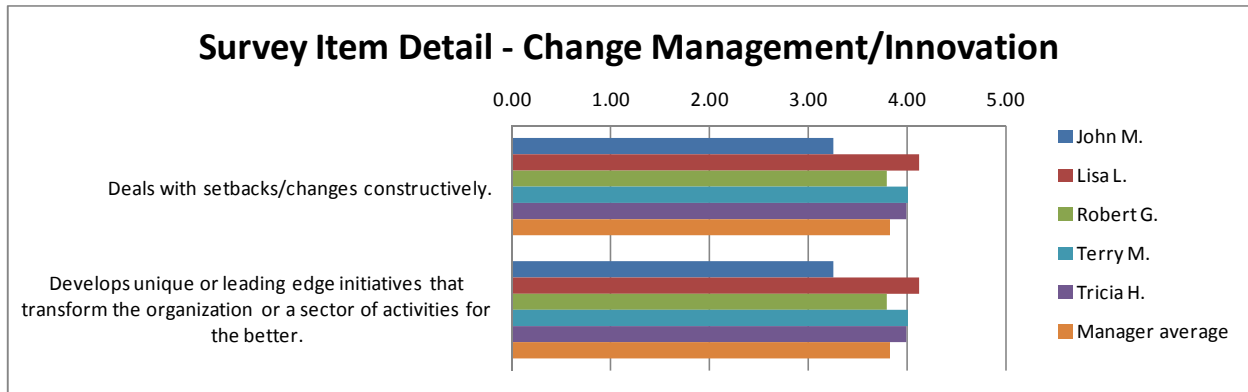
### **Confidential Report**

Hawthorne Services, LLC – *“Transforming Leaders and Organizations”*  
Chuck Bower, (574) 361-6166, [Chuck@HawthorneServices.com](mailto:Chuck@HawthorneServices.com)  
Karen Kehr, (574) 596-3058, [Karenmk@HawthorneServices.com](mailto:Karenmk@HawthorneServices.com)

# ABC Company 360 Leadership Feedback Report Company Summary

## Survey Item Detail

The survey item graphs are shown with the score of each manager, based on how they were rated by All Observers (Boss, Direct Reports, Peers) but not including Self.



(in this sample report, only survey items 1 & 2 are shown, but in the actual report, the graphs for all other survey items are continued)

**Confidential Report**

# ABC Company 360 Leadership Feedback Report Company Summary

## Development Considerations

### Team Skills:

The Team Skills category was the lowest scoring category. Especially of concern were the ratings for the following two questions:

- Handles conflict with other members of the team effectively. (2.65)
- Is effective at getting the most important and difficult issues on the table for discussion. (2.73)

Some of the write-in responses supported the conflict issue within the organization. Individual managers scored quite low and write-in responses illustrated potentially dangerous problems for the organization. Certain managers are confrontational with direct reports and each other. The following recommendations should be considered immediately for implementation:

- Performance review and HR file documentation should be examined for the confrontational issues that were raised in the write-in responses. Written disciplinary actions should be taken when necessary to document such confrontations. If termination of the manager is required, as with any employee, appropriate supporting documentation will limit the liability of the organization.
- If the organization utilizes an EAP, consider whether the conflict has escalated to the level that may suggest a referral.
- Healthy conflict is a desirable outcome of a strong team environment. Unhealthy conflict is a result of many factors, such as conflicting objectives, unclear goals and objectives, and a lack of team building and development of managers. We recommend that the organization consider individual coaching for specific managers and team development for the entire team.

Regarding the score for surfacing important and difficult issues for discussion, it was noted in the development stage of the 360 that the leadership team often “skirts” the difficult decisions and issues that occur on a regular basis. While the final decision always lies with the President and Owner, healthy discussion, feedback and input from the leadership team makes for decisions that include “buy-in” by the leadership team. It builds a stronger organization that achieves common goals.

Different personality and behavior styles are a factor for how each individual handles communication and conflict. We recommend that the leadership team be assessed for these styles and work on team development, especially communication issues at leadership meetings. An outside facilitator may be required but preferably, the President and owner must surface difficult issues and decisions and force the team to address them within the weekly meetings.

We also recommend that the team consider the team assessment and a series of exercises from the “5 Dysfunctions of a Team” by Patrick Lencioni. Each manager on the team should read this insightful book prior to the exercises.

## Confidential Report

# ABC Company 360 Leadership Feedback Report Company Summary

## Leadership:

(in this sample report, only the 1<sup>st</sup> category is described, but in the actual report, additional recommendations may be included)

## Summary of Recommendations:

- Performance reviews and HR documentation to address confrontational issues including written disciplinary actions for severe confrontations.
- Consider EAP referrals, if the situation is severe.
- Coaching for (x)
- Personality/behavior assessments and team development
- Required reading: 5 Dysfunctions book, assessment, and team exercises (as part of team development activity)

**Confidential Report**

Hawthorne Services, LLC – *“Transforming Leaders and Organizations”*  
Chuck Bower, (574) 361-6166, [Chuck@HawthorneServices.com](mailto:Chuck@HawthorneServices.com)  
Karen Kehr, (574) 596-3058, [Karenmk@HawthorneServices.com](mailto:Karenmk@HawthorneServices.com)