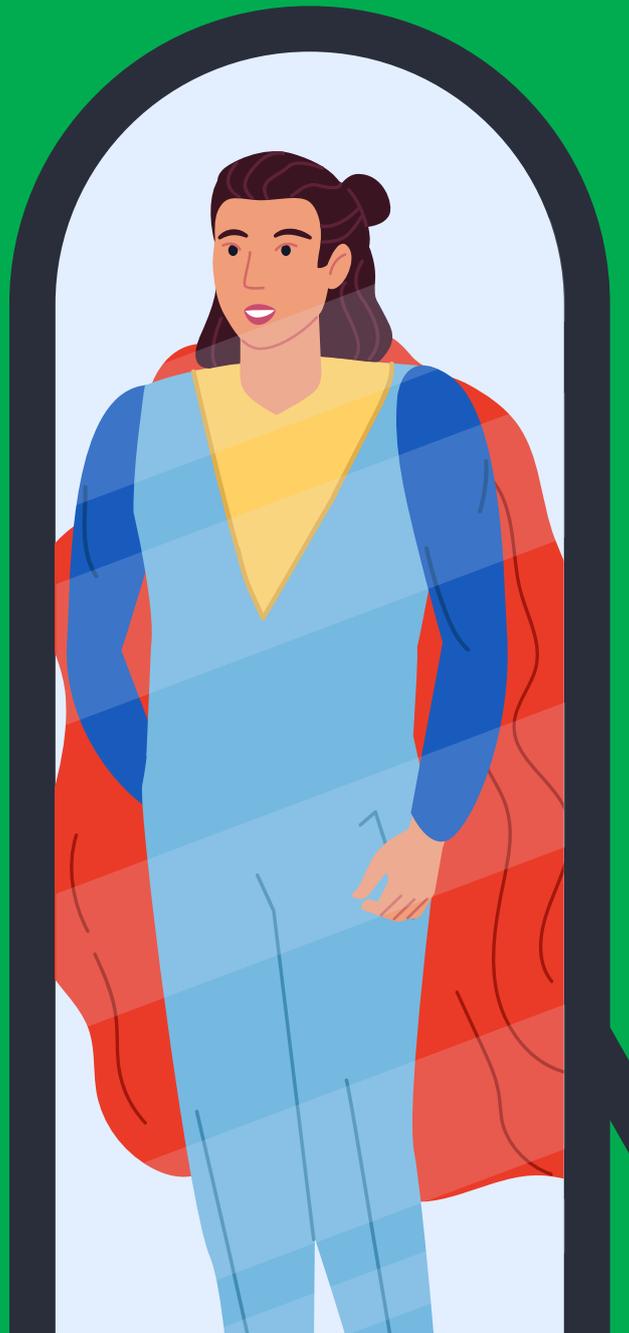
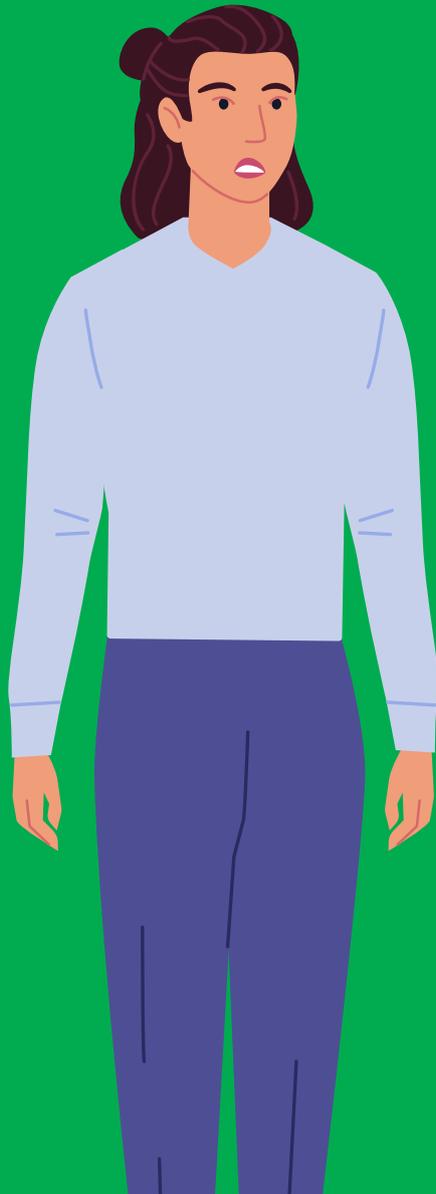




WINSBOROUGH

# Unveil your strengths and development opportunities with a **Winsborough 360° Survey.**

Leader 360°  
sample report



# Welcome Sam

The 360 feedback process is designed to provide insights into your behaviour as a leader and to guide your future developmental actions. This report is a gift from your colleagues who have shared their observations of how you show up as a leader.

We have benchmarked your results against 5,000 other leaders so you are able to see at a glance both your leadership strengths and opportunities for development. This is to help you focus your attention on the behaviours which have the largest impact on those around you.

Some people find feedback a tough message, so read it more than once. Receiving these insights with humility and openness, and spending some time reflecting before taking action, will allow you to make the most of this feedback. This report shows a snapshot in time. It is not a reflection of your whole self or your full leadership journey.

## Confidentiality

This document is confidential and contains personal information. We will only share it with those identified to you at the beginning of this process. We encourage you to be mindful of how you share and store it. An electronic copy will be held on Winsborough's secure cloud server.

## Your 360 Feedback Journey

1

Understand how to read this report (see below) then explore your summary snapshot. Get a feel for the **big picture**.

2

Review results on each competency, explore the scoring by you and your contributors. Understand the **details**.

3

Review comments and suggestions. Get a feel for the **advice**... then take a break! Reflect, talk to your manager, let your feelings settle.

4

Now identify 2 or 3 key **priorities**. Create a simple development plan with a few clear and specific behaviour changes for each.

Mā te kimi ka kite, Mā te kite ka mōhio, Mā  
te mōhio ka mārama

Seek and discover, discover and know, know and become enlightened

# How to Read this Report

The 360 is based on the Domain model of leadership and your results are presented across these four domain areas:

How you **behave**: Self discipline, internalised standards of performance, and the ability to regulate emotions and behaviour

How you **relate**: Initiating, building, and maintaining effective relationships with a variety of people

How you **lead**: Building and motivating a team, developing and promoting a vision for the team, and engaging the team in achieving results

How you **think and plan**: Setting and maintaining standards, innovating, keeping team members focused and the business moving forward

- Chapter 1 Gives you the big picture around your leadership reputation, how people see you overall.
- Chapter 2 Gives you the details around your leadership reputation across 10 competencies. It provides two overall leadership measures: a leadership effectiveness index, and a staff engagement index.
- Chapter 3 Provides comments and suggestions from your raters on how to improve as a leader.

## 25,000 people

Your results presented in this report have been benchmarked from a database of over 25,000 people's ratings. That is both so you can see how your strengths and weaknesses compare, and so you can better determine your development priorities.

## Who shared their feedback with you?

 Self

 Team (3)

 Leader (1)

 Peers (3)

### Competency score key

The colour of each competency bar shows how you compare to the leadership benchmark. Orange indicates a growth area, blue shows you are good in this competency, and green is a great result.

 Grow (0 - 35th percentile)

 Good (36th - 64th percentile)

 Great (65th - 100th percentile)

# Your snapshot

This chapter compares your self-ratings (indicated by the Y) against both your other contributors' average evaluations (bar length) and the leadership benchmark (bar colour).

## How you Behave



## How you Relate



## How you Lead



## How you Think and Plan



# Competency Results

Here are your detailed results by competency within each domain. It shows the average score of each contributor group.

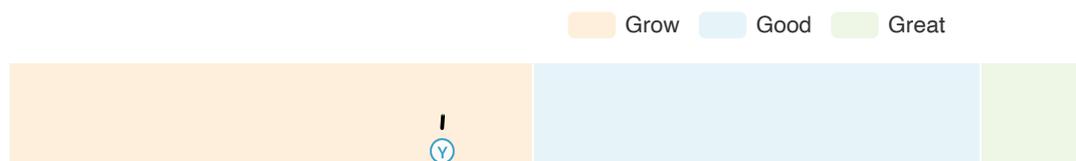
## How you Behave

This domain refers to managing your emotional extremes, remaining optimistic in the face of pressure, and bouncing back from adversity. People prefer to be lead by managers who are positive, calm, humble and self-aware.

### Resilience

*Perseveres in the face of frustration; has an optimistic outlook; maintains a sense of self-responsibility and constructive behaviour.*

Great



#### Your results:

Your score shows people think you are indeed resilient. Good news.

#### Why should you care:

You spend about a third of your life working so reducing strain and boosting enjoyment just seems like a much better way to go through life.

#### Development tips:

*So how do you leverage your already good resilience?*

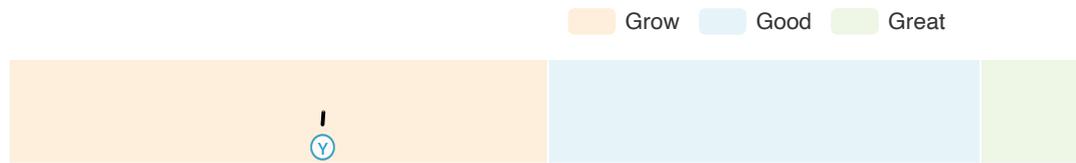
1. Be a good colleague. Reach out to someone who is not coping and offer your support. Exercise is a great contributor to resilience and wellbeing. If you're popping out for lunch or a coffee, ask if someone would like to walk with you. It's a great time to catch up with people while also building in exercise. You might want to consider walking 1:1's or meetings if you're in the workplace, they're good things once you get used to them.
2. Run through this checklist to see how your resilience measures up against the evidence for protective factors.

- I eat well and exercise daily
- I have friends I see regularly
- I have support in times of need
- I find meaning in my work
- I can forgive myself

## Self Awareness

*Understands the impact of self on others; adjusts their approach appropriately; receives and acts on feedback; maintains control of their emotions.*

Great



### Your result:

Your score shows that people think you have great levels of self-awareness. Use this time to better understand the concept and reflect on how you can lean in to this super power.

### Why you should care:

Even if you have some self-insight its a great skill to practice applying in different settings. If we misinterpret the feelings and needs of others, we risk being seen as unresponsive to feedback, insensitive, and prone to repeating mistakes.

### Development tips:

*So you already understand the importance of self-awareness. Here are some ways you can continue to grow.*

Here's a great practice to deepen self awareness - the after-action review.

1. After a meeting check with another participant these three questions:

- Did people feel I was tuned in to their messages?
- Did my tone and emotion match the mood of the room?
- What might I have do next time to better show up as a leader?

2. You can boost your awareness of others through dropping some of your own assumptions. The next time you meet with someone you know well, imagine that you are meeting them for the first time. Try to understand how they are feeling, and what their experiences of their day (or week) have been. See if you can match their body language and expression to deepen your sense of their mood.

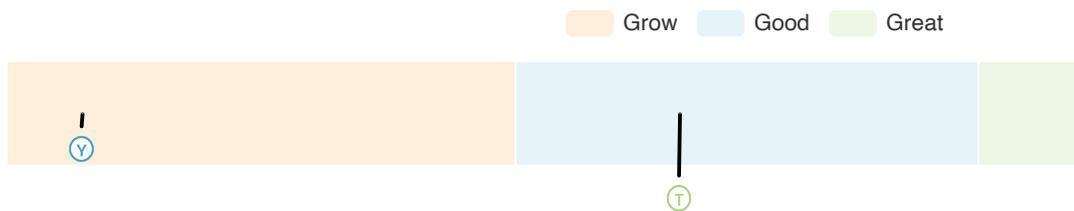
# How you Relate

This domain looks at how well you establish and maintain constructive relationships with all kinds of people. Sharing the right information, being engaging, listening and trying to understand other points of view - all essential leadership skills.

## Communication

*Openly and effectively communicates their opinion, ideas, and vision; adapts their style appropriately in relation to the audience; communicates appropriate information.*

Great



### Your results:

Your score shows others see you as a highly effective communicator. Keep it up!

### Why you should care:

Making sure others understand your message accurately will go a long way towards your influence and effectiveness. Ensuring you communicate clearly across a diverse range of methods will help your message land with your audience.

### Development tips:

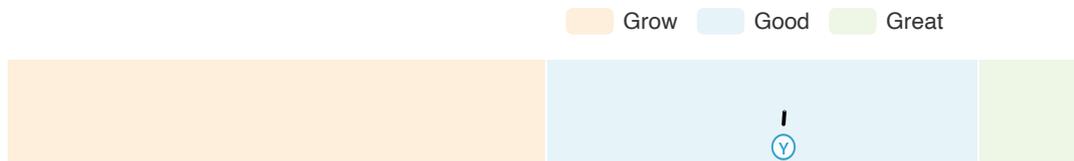
*So how do you leverage your already good communication?*

1. Effective communication is built on a foundation of listening, and really seeking to understand where your communication partner is coming from. Is there an element of active listening that you'd like to refine?
2. A big part of communication lies not in what people say, but in how people act, or their body language. Here are a few examples of non-verbal communication cues you could pay attention to:
  - Eye contact and facial expressions
  - Body posture, hand gestures, and fidgeting
  - Proximity and personal space
  - Attentiveness & engagement
  - Is there anything you could be doing more, or less of?

## Build and Sustain Relationships

*Shows insight and awareness of the needs of others; builds and enhances relations with key stakeholders; respects and employs others' skills and experience.*

Great



### Your results:

Your score shows others see you as a highly effective relationship builder. Keep it up!

### Why you should care:

There is a limit to what we can accomplish alone. On the other hand, cultivating relationships with others helps us all achieve more together.

### Development tips:

*So how do you build and sustain effective relationships? Here are some evidence-based suggestions.*

1. Curiosity is foundational to cultivating effective relationships; curiosity about the other person, who they are, what they need, and where their strengths lie. Practice asking open-ended questions, and give yourself the time to orient towards finding the next question to ask, rather than finding the simple answer.
2. Do a stakeholder analysis ([read more here](#)), and identify which professional relationships are most essential for you and your team's effectiveness. This will help you uncover your relationship blindspots, and focus your efforts on those stakeholders with whom you'd like to build (or build better) relationships.

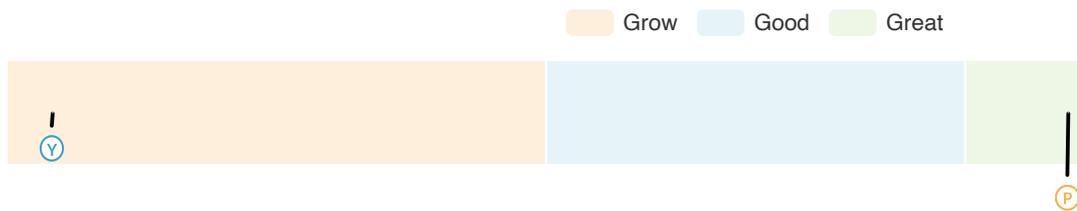
# How you Lead

Effective leaders ensure team members understand the overall team mission and their roles. The competencies in this domain reference this by looking at how well you set high standards, coach and manage performance, and make the effort to inspire others.

## Build Effective Teams

*Recruits and retains talented personnel; provides team members with role clarity and a sense of shared purpose; fosters teamwork and morale.*

Great



### Your results:

Great news - people think you do this well. The next question is: "What can you learn and practice to become a true master of this important role?"

### Why you should care:

Building a team that is both cohesive and united in its goals produces a 25% lift in team performance.

### Development tips:

*To help you, we've got some evidenced-based actions to raise your game. Study them carefully - they could change your life.*

1. The greatest gift you can give your team is clarity. Spend a hour talking with each team member checking their understanding of:

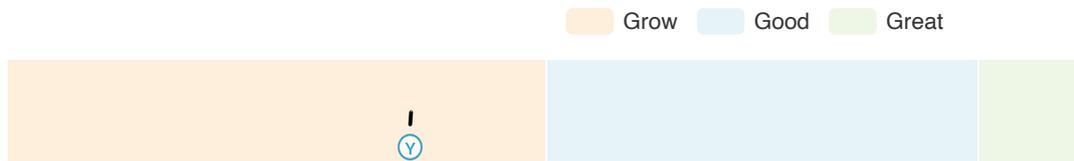
- What the shared goal or mission is.
- What they think their key contributions towards it are.
- What their priorities are in the next week.
- What role they think they play in the life of the team.

2. Sports and military teams spend time reflecting on their performance to improve it. In fact, teams that conduct well-designed debriefs perform an average of 25% better than other teams. We're not referring to elaborate post-mortems: simply getting together, reflecting on what's working and not working, agreeing to make a few adjustments, and getting back to work.

## Manage and Develop Others

*Clearly articulates expectations and standards; holds others and the team accountable for outcomes; provides relevant feedback in relation to expected standards and outcomes; encourages, coaches, and mentors others.*

Great



### Your results:

Great news - people think you do this well. Now, how might you share your skill and help build others' capabilities in this area?

### Why you should care:

Human beings have a super-power: we achieve more together than we can alone. As a leader, investing the time and energy into developing your team's capability means the team can be more effective together.

### Development tips:

*So how do you become even more effective at managing and developing others? Here are some suggestions from the research.*

1. A simple entry point might be to simply ask your team members what kind of support, guidance, coaching, and mentoring would they like from their leader. Here are some of the questions you can ask:

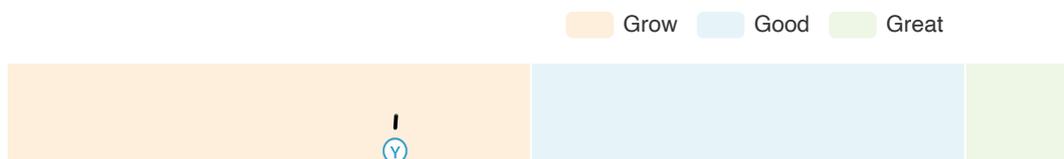
- What's an example of great coaching, mentoring, or guidance you received?
- What input, feedback, or support from a leader did you find most useful?
- What input, feedback, or support from a leader did you find not so helpful?

2. To coach and inspire, first you have to seek to understand what's truly important to each of your team members. What's their North Star? What does this look like at work, and as a leader, what can you do to help them move towards this? [Here's](#) a values exercise you can do with your team to open up this discussion.

## Create and Drive Vision

*Able to compose an inspirational and galvanising vision; articulates desired future state, engages others' commitment towards the achievement of this; promotes confidence and optimistic attitudes.*

Great



### Your results:

Your score shows you are doing well in conveying a sense of mission and purpose. That's great, but use this time to think about what exceptional leaders can do to inspire people, no matter how mundane their jobs.

### Why you should care:

Research shows when the team buy into the vision they feel more capable, more resilient and see the organisation as more attractive. Oh, and they turn on their creativity too.

### Development tips:

*What are the secrets of leaders who engage their followers with a clear strategy and compelling vision? Here are some key takeaways.*

1. A great vision consists of three elements:

- Significant purpose: No matter the business you are in, what does it contribute to the world?
- A picture of the future: How will we change things for the better if we live our purpose?
- Clear values: What are the principles we act by to achieve our purpose and deliver that future?

2. Mā mua ka kite a muri, mā muri ka ora a mua

(Those who lead give sight to those who follow, those who follow give life to those who lead).

The best leaders spend time in conversation with their teams about the path forward, and take time to hear from each person what they want (or don't want) on the journey.

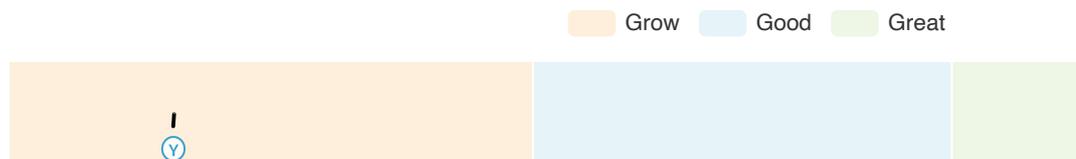
# How you Think and Plan

The competencies in this domain refer to how well you identify problems, make sound decisions and apply sound management to achieve results. People strongly prefer leaders who include them and build a positive, innovative culture.

## Achieves Results

*Creates and maintains focus on and drive towards results; coordinates and prioritises resources to the achievement of results; effectively delegate tasks; spends time on what is important; eliminates roadblocks to achievement.*

Great



### Your results:

Your score shows others are impressed by the decisions you make and way you maintain focus, make decisions, and coordinate resources to deliver.

### Why you should care:

Your ability to deliver results with and through others is critical to your leadership success. You must demonstrate you have the know-how and experience to make good decisions and provide clear direction towards a common goal.

### Development tips:

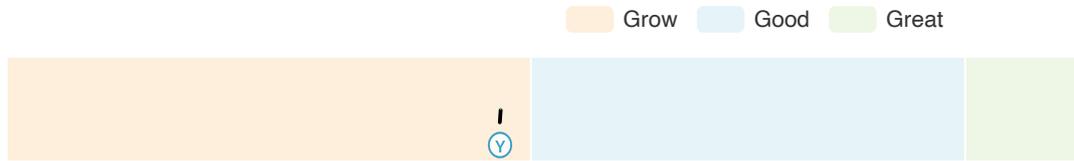
*How can you further hone and refine you skills in achieving results?*

1. Firstly, great leaders have a laser-like focus on what is important. Take some time to consider your current priorities - cut them down to three key results your team will achieve in the next 6 months.
2. To maintain a tight focus on these key priorities, great leaders make decisions quickly and adjust their approach when required. Consider when in the last couple of months you have made a tough call. Challenge the belief that mistakes signify failure and see them instead as opportunities to change things up and learn.

## Analysis and Problem Solving

*Scans the horizon to identify issues, trends, opportunities, and threats; provides robust analysis on which sound decisions can be made; ensures appropriate practices are considered when making decisions; manages organisational risk and ensures compliance.*

Great



### Your results:

Others see you have strengths in cutting through problems and delivering solutions based on solid data and analysis. You understand your context and environment and anticipate issues in advance to come up with effective solutions.

### Why you should care:

A leader with strong analysis and problem solving skills can efficiently guide their team toward goals without them being frustrated or confused. Anticipating and solving problems will facilitate better collaboration by removing obstacles and the need for rework.

### Development tips:

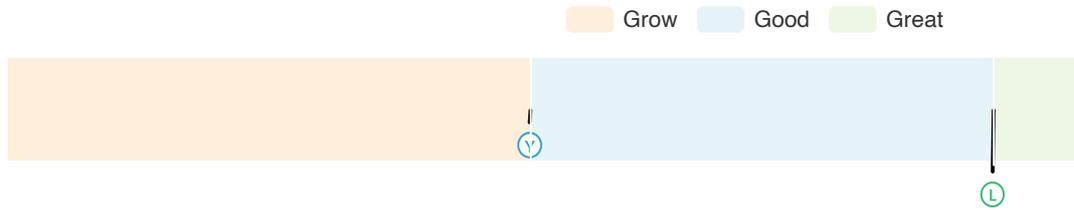
*Here are some practical things you can do to maintain focus on and further enhance your analysis and problem solving skills.*

1. Regularly check you are tracking data and trends relevant for your role and the decisions you need to make. Develop a dashboard or visual to help you monitor and keep this information at the forefront.
2. To push yourself to develop even further, learn about biases and errors in thinking and test if you fall prey to any of them.

## Strategic Thinking

*Spends an appropriate amount of time concentrating on long-term objectives; works to ensure that long-term objectives are achieved; can anticipate future consequences and trends accurately; is future oriented and encourages innovation.*

Great



### Your results:

Your score indicates others see you as a leader who thinks and acts with the long term in mind. You are good at identifying and mitigating risks and make the most of opportunities to drive innovation.

### Why you should care:

According to multiple studies, strategic thinking was the leadership quality that correlated best with perceptions of 'success' and 'effectiveness' in the workplace.

### Development tips:

*With the right mindset and practice, you can further enhance your strategic thinking skills.*

1. To develop this skill, get in the habit of playing devil's advocate with your ideas and questioning yourself any time you're about to make an assertion. Should you consider a different perspective? Is there another possibility you may have overlooked? This technique can ensure you're not overlooking another viable option and allow you to pre-emptively identify weaknesses in your position.
2. Making specific time to observe and reflect on the current situation and gather relevant facts is another effective way to enhance strategic thinking. Rather than following assumptions without question, gather as much information as you can when understanding an issue and crafting your strategy.

# Leadership Measures

## Leadership Effectiveness Index (%)

The Leadership Effectiveness Index is calculated from the combined results from your contributors across all competencies. We compared their average rating of you with data from more than 5,000 leaders to benchmark your overall effectiveness when compared with other leaders.

92

The number on the right shows the percent of leaders your result is equal to or better than. Whatever your score, the most important thing is to work out the key areas you can focus on to improve your leadership effectiveness.

## Team Engagement Index (%)

Engagement is associated with better work and financial performance, increased teamwork, and improved individual wellbeing. Leadership is one of the strongest drivers of engagement. Our 360 research, using data from over 2,000 employees, identified several items that predict team engagement for a leader.

59

The score on the right shows the likely impact of your leadership on your team's engagement. See below for some tips based on your result.

Our analysis predicts you may have as many less engaged team members in your group as those who are engaged. To address this, concentrate on these key behaviours:

- clarify each person's role
- clarify outstanding performance for all
- building on an environment that fosters innovation
- be more flexible as a leader
- re-clarifying the team's mission and goals

# Comments and Suggestions

This chapter provides an opportunity for your contributors to let you know what they appreciate about your leadership as well as any suggestions they think would be helpful for you to try.

## What is the one thing you value most about Sam's leadership?

- L Sam is working very well with external customers and is bringing the intel back into the organization. She is also proactive around her ELT role and taking the initiative in a number of areas.
- T Great energy and passion for what we do
- T Sam views her work in a positive light, often seeing 'problems' as 'opportunities' - she should maintain this perspective.
- T Strong leadership
- P Knowledgeable thought leader, expert in field, energetic and passionate leader
- P Inspiring leader especially to her team
- P Asking the hard questions of senior leaders and pushing for answers on behalf of others

## What is the one thing Sam should change to improve their effectiveness as a leader?

- Y Holding on to sometimes overly pedantic opinions of how things should be done.
- L Querying her own competence. Sam has excellent qualities and expertise and can do anything she wants but is holding herself back somehow.
- T Getting distracted by unimportant 'political' matters. Don't get so stuck on the details!  
  
Sam sometimes feels aggrieved when she is not recognized for the contribution she has made. While this is not pleasant when it occurs, she would be more effective in her role and probably have more energy if she were less distracted by such occurrences.
- T Make sure everyone in the team feels like they are 'on the bus' before launching into the next project
- P Expressing frustration through body language and tone of voice
- P Sam could improve their body language when they're frustrated
- P Expressing frustration through body language and tone of voice

## What words of encouragement can you offer to Sam?

- L Having confidence in her own solutions and putting them forward as she has a robust inclusive evidence process for identifying these

- Ⓣ detaching/separating individual matters from group issues/performance ie don't get too stressed over difficult decisions (for individuals) that need to be made for the greater good
- Ⓣ I cannot think of anything that Sam should 'start' doing. She's already on the right track.
- Ⓣ Back the team, we have a really great track record so it would be great if we could start to take some calculated risks so we can explore a broader range of creative problem solving.
- Ⓟ When pressure and stakes are high, take a breath and moment to pause before you react
- Ⓟ When you feel stressed take a moment to collect your thoughts and then proceed
- Ⓟ When pressure and stakes are high, take a breath and moment to pause before you react

## Now What - turning insight into action:

*This is where the hard work really starts! Remember you can't do everything at once.*

- *Take a moment to thank your contributors, feedback is gift.*
- *Reflect on the themes that have emerged. Note down the insights you have taken from your 360 feedback.*
- *Choose two or three areas to focus on. Depending on your results these may be strengths you'd like to leverage or improvements to work on, but they should be specific. You can download a development planning guide [here](#).*
- *The best goals are clearly defined so you know when you have been successful.*
- *We encourage you to have a conversation with your manager as their support will be valuable to keep you focussed on achieving these.*
- *Contact your contributors to let them know what you will be focusing on, and ask them to continue to support your growth by providing feedback as you work on these new behaviours.*

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# Te ao hurihuri

Turning full circle/ Ever changing world

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For more information please visit [www.winsborough.co.nz](http://www.winsborough.co.nz)