




**ROBERT GREGORY  
PARTNERS**

 FranklinCovey | A FRANKLINCovey COMPANY

# *INCLUSIVE LEADER 360*

*Prepared for*  
**Pat Sample**  
February 2021

*Feedback from*  
**Rater Groups**  
Manager (1)  
Peer (1)  
Direct Report (1)



POWERED BY



**PERFORMANCE  
PROGRAMS INC.**

assessment, awareness, action

# READING THIS REPORT

This report was designed to summarize the observations made by your raters regarding important management and leadership skills. The information below describes how to read the results.

## Section 1: Results

The questions in the survey have been grouped together by common themes/competencies. In this section, you'll see the average response for each rater group based on the survey scale provided (i.e. 1 = Never or to a very small extent, 2 = Almost never, 3 = Sometimes, 4 = Usually or to an average extent, 5 = Frequently, 6 = Almost always and 7 = Always or to a very great extent). The graph below is an example and does not provide actual results.

### 4. Approach problems in an open-minded way.



1	2	3	4	5	6	7	0
Never or to a Very Small Extent	Almost Never	Sometimes	Usually or to an Average Extent	Frequently	Almost Always	Always or to a Very Great Extent	Not Applicable

\* A zero (0) may also represent an insufficient amount of rater responses that are required to protect confidentiality.

An important component of the survey process is that responses are provided in a confidential manner. By allowing people to respond in a confidential and anonymous manner, more open and honest feedback can be obtained. If there are fewer than the required minimum raters in the category, you will see 0 in that row to protect the anonymity and confidentiality of your respondents.

To understand your report, follow the gray bar from left to right, where it ends is your score on a question. The longer the bar is your self-rating. The different symbols indicate the difference in perspective. Each set of ratings is broken out by as many as five groups: Self, Manager, Peer, Reports, Other, and Overall. Overall is a combination of all groups excluding the self-ratings.

Lastly, at the end you will see the written comments provided verbatim as provide by your raters.

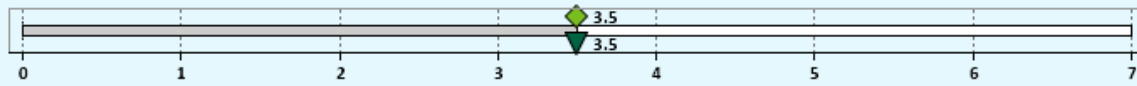
## Section 2: Development Planning

Development Planning is the most important outcome of the feedback you are receiving. Please review your feedback and begin to build an Individual Action Plan, which will be the blueprint for your professional growth. Start by summarize your feedback from each rater group. Briefly, answer the following questions: How does your feedback from others differ from your self-assessment? What does the difference mean to you?

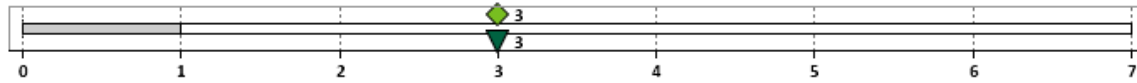
Given the perceptions of your raters, where should you focus your development efforts to achieve your professional goals? Work with your manager or a coach to help you identify two to three development objectives. Start by defining the objecting, the action you need to take, the resources you will need, and the time you need to meet the objective.

# INCLUSIVE LEADER 360

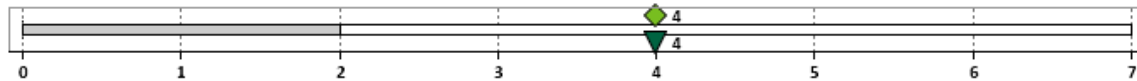
## Recognize Impact of Bias



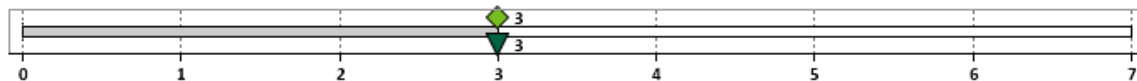
1. Show a willingness to examine assumptions.



2. Anticipate reactions of people who may have a differing view.



3. Explore unanticipated reactions of others to better understand their perspective.



4. Approach problems in an open-minded way.



5. Change opinion when there is sufficient evidence contrary to an existing view.



6. Recognize that people with different backgrounds contribute to the strength of the organization.

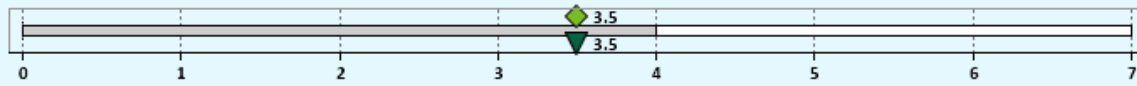


1	2	3	4	5	6	7	0
Never or to a Very Small Extent	Almost Never	Sometimes	Usually or to an Average Extent	Frequently	Almost Always	Always or to a Very Great Extent	Not Applicable

\* A zero (0) may also represent an insufficient amount of rater responses that are required to protect confidentiality.

# INCLUSIVE LEADER 360

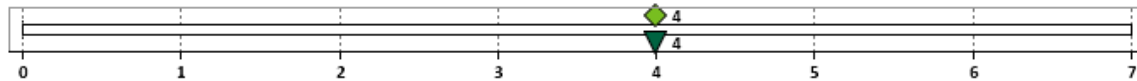
## Courage to be Vulnerable



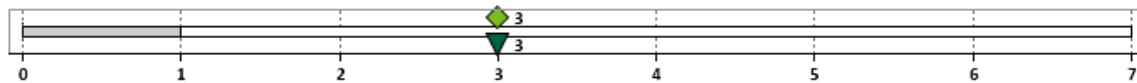
7. Accept responsibility for his/her decisions and mistakes.



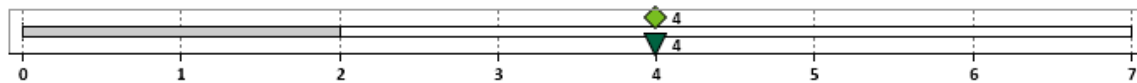
8. Adopt points of view of others when their solutions are better.



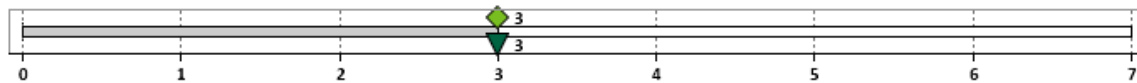
9. Encourage me to make suggestions and makes me feel my ideas are important.



10. Sets aside personal views to consider perspective of another.



11. Incorporate the opinions and concerns of others before making decisions.



12. Actively seeks feedback from others.



13. Brings up topics that are uncomfortable but necessary to move forward.



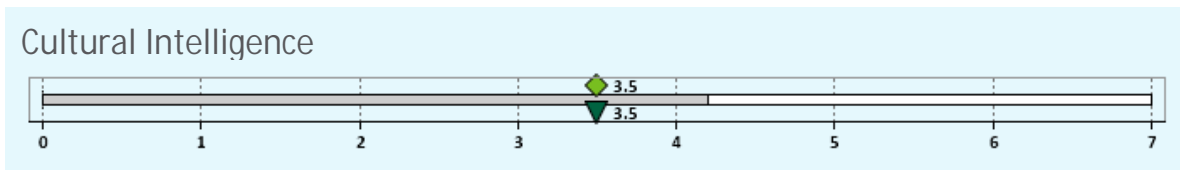
14. Displays openness to consider topics that are unfamiliar.



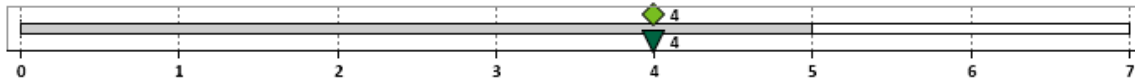
1	2	3	4	5	6	7	0
Never or to a Very Small Extent	Almost Never	Sometimes	Usually or to an Average Extent	Frequently	Almost Always	Always or to a Very Great Extent	Not Applicable

\* A zero (0) may also represent an insufficient amount of rater responses that are required to protect confidentiality.

# INCLUSIVE LEADER 360



22. Relate easily to others no matter what gender, culture or background.



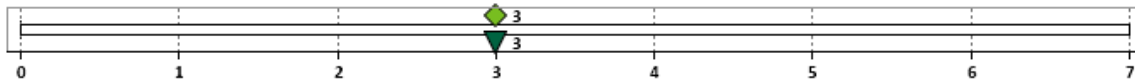
23. Welcome people's differences vs. encouraging people to behave and think in the same way.



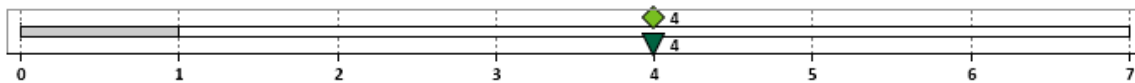
24. Try to help others bridge individual differences.



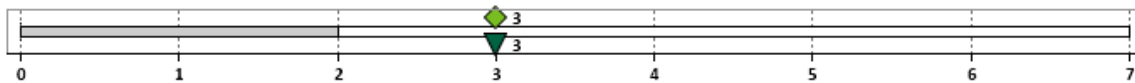
25. Discourage discrimination and prejudice.



26. Treat people as individuals.



27. Leverage individual differences to encourage the best performance from a team.



1	2	3	4	5	6	7	0
Never or to a Very Small Extent	Almost Never	Sometimes	Usually or to an Average Extent	Frequently	Almost Always	Always or to a Very Great Extent	Not Applicable

\* A zero (0) may also represent an insufficient amount of rater responses that are required to protect confidentiality.

# WRITTEN FEEDBACK

---

1. What does this person do that should be continued?

Self

- fghdhfhd df

Others

- hgdh fdg hf
- gh fdgh dfg hfgd fgdh
- f sgd sfdgsfd sfd g sfdg dg
- gh gh fgdh

# WRITTEN FEEDBACK

---

2. What could this person start doing more of to be more effective?

Self

- fdg hfdhgf

Others

- fgd fgdfgh fgdh gfhd
- fgdhfd hfd hfdgh
- f hfgdhf d y j
- j yjgdfghs fgdsdf gsdf g

# WRITTEN FEEDBACK

---

3. Is there something this person does that should be lessened or stopped?

Self

- dfg hfdhg fdh

Others

- fd g hfdghfdhdfh
- sdfg hyjyj sfdgsfdgdfsg
- fgdhgfhdgfdg hfgdh
- fdg hd fgghmghd sfhfdhfdgh



# PERSONAL DEVELOPMENT PLAN

---

Please use this worksheet as a tool to frame conversations with your mentor and to begin taking ownership of your developmental journey as a leader.

Name:

Date:

Is there anything in your feedback that surprises you? If so, why?

What two strengths do you see from your feedback that you want to sustain?

1.

2.

Based on your feedback, in which two dimensions would you like to improve?

1.

2.

How will improving on these two dimensions impact your leadership identity?

How will a change in your leadership identity impact your development of other leaders?

Which best describes your preferred method of development as a leader?

Instruction

Experience

Role Modeling

Balanced

How does this influence your plan to improve in the two dimensions you've selected?