.SHL.

Enterprise Leadership

360 Feedback Report

Sample Report

It has been generated from responses provided by:

Self: 1

Manager(s): 1

Colleagues: 2

Direct reports: 2

Others: 2

Date: 03/06/2019

This Report contains confidential information which should not be imparted to unauthorised persons.

Introduction

This report provides detailed feedback on competencies related to the foundations of Enterprise Leadership:

Transformational Leadership, Transactional Leadership, and Network Leadership. This report represents a number of different perspectives from you and others well-positioned to provide feedback, including your manager your direct reports, your colleagues, internal clients, or others. It is based on their responses to questions regarding Enterprise Leadership.

Constructive feedback is a key to enhancing leadership effectiveness. This report is a reflection of different peoples' perceptions of you at a particular point in time. It provides insights into your strengths and behavioural tendencies that may be obstacles to future success. Increasing your self-awareness in these areas can help maximise your effectiveness and develop your full potential.

It is recommended that you read through your report with a trained facilitator.

An Overview of Enterprise Leadership

Enterprise Leaders achieve their individual performance objectives, contribute towards and draw from the performance of others, and manage their teams to do the same.

SHL research shows that Enterprise Leaders effectively:

● Contribute to and use expertise from other leaders in order to drive organisational performance.
● Recognise that their primary role on the team is to guide team performance, while leaving employees in control.
● Expand the focus and impact of their teams' performance to the broader organisation.

Collectively, Enterprise Leaders achieve better team outcomes and organisational outcomes than other leaders. Enterprise Leaders propel their organisations by focusing on multiple aspects of performance, including their and their teams' task performance.

How is Enterprise Leadership measured?

This report uses the SHL model of Enterprise Leadership. This includes three primary functions:
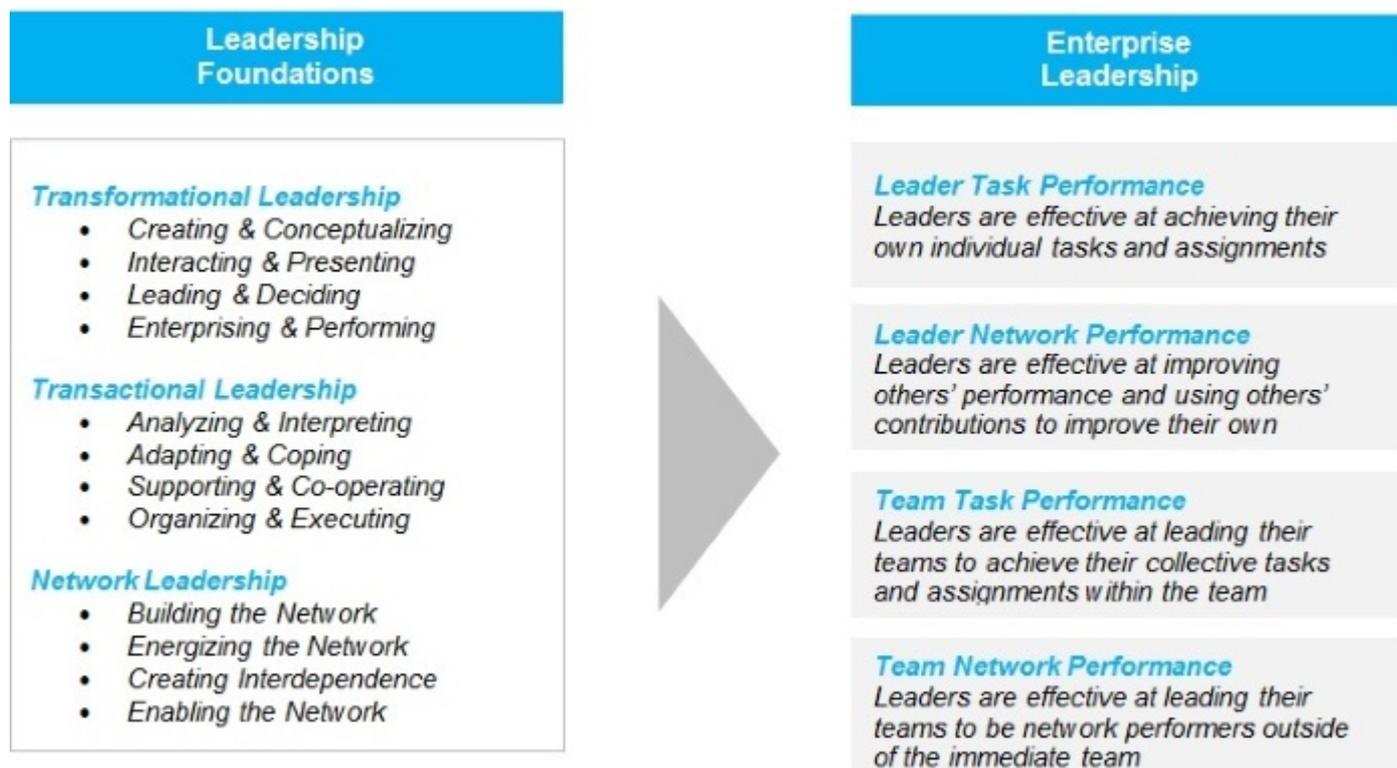
● Transformational Leadership – Setting direction and inspiring others to foster change. Shaping the organisation's mission, culture, and strategy, driving change across the organisation, and motivating others to perform beyond expectations.
● Transactional Leadership – Organising and directing employees to ensure efficient strategy execution. Setting objectives, monitoring performance, managing employee work, and distributing rewards.
● Network Leadership – Establishing strong network performance by building, aligning, and enabling broad networks both internal and external to the organization, as well as creating a work climate in which autonomy, empowerment, trust, sharing, and collaboration can exist.

These three Leadership Foundations provide the key to an individual's potential for Enterprise Leadership. Leaders may demonstrate strengths in some areas and not others, and understanding how the Leadership Foundations relate to components of Enterprise Leadership is the first step towards developing Enterprise Leaders.

For more information on Enterprise Leadership, refer to the latest information at
https://www.shl.com/en/solutions/identify-develop-leaders/enterprise-leadership.

Key to the report

The Leadership Foundations are related to components of Enterprise Leadership through their underlying competencies. These relationships are described in the Leadership Detail section of this report. They are summarised in the figure below:

Leadership Foundations

Transformational Leadership
- Creating & Conceptualizing
- Interacting & Presenting
- Leading & Deciding
- Enterprising & Performing

Transactional Leadership
- Analyzing & Interpreting
- Adapting & Coping
- Supporting & Co-operating
- Organizing & Executing

Network Leadership
- Building the Network
- Energizing the Network
- Creating Interdependence
- Enabling the Network

Enterprise Leadership

Leader Task Performance
Leaders are effective at achieving their own individual tasks and assignments

Leader Network Performance
Leaders are effective at improving others' performance and using others' contributions to improve their own

Team Task Performance
Leaders are effective at leading their teams to achieve their collective tasks and assignments within the team

Team Network Performance
Leaders are effective at leading their teams to be network performers outside of the immediate team

Competency Summary - Example

This section summarises how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency. This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

Your own ratings are represented by the first bar from the top, followed by your manager's ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, your direct reports and others respectively. The values summarise the average of the ratings on the four questions forming a competency. The ratings of a group of raters have been averaged across the group.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group.

Key to diagrams:

1= not at all
2= to a limited extent
3= to a moderate extent
4= to a considerable extent
5= to a very great extent

EXAMPLE		Not At All			To a Very Great Extent

Creating and Conceptualising

Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organisational change.

			1	2	3	4	5
Self	4.0						
Manager(s)	3.2						
Colleagues	4.0						
Direct reports	4.2						
Others	3.9						

	Not At All			To a Very Great Extent
	1	2	3	4	5

Transformational Leadership

Creating and Conceptualising

Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organisational change.

Self	4.00
Manager(s)	3.50
Colleagues	3.62
Direct reports	3.62
Others	3.50

Interacting and Presenting

Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner.

Self	3.50
Manager(s)	3.50
Colleagues	3.50
Direct reports	3.62
Others	3.12

Leading and Deciding

Takes control and exercises leadership. Initiates action, gives direction and takes responsibility.

Self	3.57
Manager(s)	3.43
Colleagues	2.93
Direct reports	3.64
Others	3.57

Enterprising and Performing

Focuses on results and achieving personal work objectives. Works best when work is related closely to results and the impact of personal efforts is obvious. Shows an understanding of business, commerce and finance. Seeks opportunities for self-development and career advancement.

Self	1.67
Manager(s)	3.67
Colleagues	3.50
Direct reports	3.17
Others	3.83

	Not At All			To a Very Great Extent
	1	2	3	4	5

Transactional Leadership

Analysing and Interpreting

Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively. Quickly takes on new technology. Communicates well in writing.

Self	2.80
Manager(s)	3.40
Colleagues	3.30
Direct reports	3.50
Others	3.50

Adapting and Coping

Adapts and responds well to change. Manages pressure effectively and copes well with setbacks.

Self	4.17
Manager(s)	3.67
Colleagues	4.00
Direct reports	3.50
Others	3.45

Supporting and Cooperating

Supports others and shows respect and positive regard for them in social situations. Puts people first, working effectively with individuals and teams, clients and staff. Behaves consistently with clear personal values that complement those of the organisation.

Self	2.00
Manager(s)	3.33
Colleagues	3.50
Direct reports	3.55
Others	3.58

Organising and Executing

Plans ahead and works in a systematic and organised way. Follows directions and procedures. Focuses on customer satisfaction and delivers a quality service or product to the agreed standards.

Self	3.57
Manager(s)	2.86
Colleagues	3.64
Direct reports	3.14
Others	3.57

	Not At All				To a Very Great Extent
	1	2	3	4	5

Network Leadership

Building the Network

Building connections across team and organisational boundaries.

Self	4.75
Manager(s)	4.00
Colleagues	3.88
Direct reports	4.14
Others	3.62

Energising the Network

Creating the right kind of tension that spurs innovation.

Self	4.00
Manager(s)	3.80
Colleagues	3.70
Direct reports	3.90
Others	3.70

Creating Interdependence

Enabling autonomy in the network and a need for members to collaborate with each other.

Self	3.25
Manager(s)	3.50
Colleagues	3.50
Direct reports	3.50
Others	3.75

Enabling the Network

Ensuring that the network functions effectively within the larger organisational context.

Self	2.50
Manager(s)	3.50
Colleagues	3.25
Direct reports	3.75
Others	3.75

Frequency ratings per competency - Example

This section describes how each item was rated by each category of raters. A table summarises all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

Please note: 'No Evidence' does not appear in the overview.

Key to table:
S= Self
M= Manager(s)
C= Colleagues
D= Direct reports
O= Others

EXAMPLE

Creating and Conceptualising	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Defines strategic objectives that outline an effective long-term vision or direction for the team, department or company as a whole	3			1						1	1			1		1				2	
Absorbs new information quickly	3					1	1	1						1						1	1
Takes risks to experiment with new ideas	3					1			2			1			1						2
Views things from a unique or non-traditional perspective	5				1				1	1				2					2		
mean	3.5	4.2					3.4					3.4					3.9				

Transformational Leadership

Creating and Conceptualising	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Defines strategic objectives that outline an effective long-term vision or direction for the team, department or company as a whole	3		1						1	1			1		1			2			
Absorbs new information quickly	4			1					1	1				1	1					2	
Takes risks to experiment with new ideas	4				1				2					1	1					2	
Views things from a unique or non-traditional perspective	5					1			1	1				1	1						2
mean	**4.0**			**3.5**					**3.6**					**3.6**					**3.5**		

Interacting and Presenting	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Manages disagreements with tact and diplomacy	5			1				2						2			1			1	
Influences the course of discussions or decisions in ways they intend, without relying on formal authority	4			1					2					1	1				1	1	
Creates excitement for and commitment to the company vision among employees	3				1				2					1	1				1	1	
Adjusts behaviour based on how they think other people will react	2				1					2				1	1					2	
mean	**3.5**			**3.5**					**3.5**					**3.6**					**3.1**		

Leading and Deciding	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Makes well-reasoned decisions that positively impact the team and the company	4			1			1		1						2				1	1	
Provides clear direction that lets team members know what is expected of them and when	4				1			1	1						2				1	1	
Provides team members a 'big picture' view of their work so they can make decisions that are aligned with team and company objectives	4			1					2						2					2	
Clearly links recognition and/or rewards to employee job performance	4				1				1	1					2					1	1
Provides accurate assessments and feedback of employee performance	3			1				1	1				1	1					2		
Provides employees with the time and resources they need to effectively pursue self-development opportunities	3			1					2						2				1	1	
Motivates employees by relating their tasks and objectives to outcomes that matter to them (e.g., rewards, career growth, interests, company success)	3				1				2						2				1	1	
mean	**3.6**			**3.4**					**2.9**					**3.6**					**3.6**		

Enterprising and Performing	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Sets challenging goals in order to complete ambitious projects	3				1					1	1				1	1				1	1
Strives for constant development and improvement of the team	1				1			1		1			2								2
Uses financial information to monitor organisational performance and guide decisions	1			1					2					2							2
mean	1.7	3.7					3.5					3.2					3.8				

Transactional Leadership

Analysing and Interpreting	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Identifies the strengths and weaknesses of alternative approaches through the systematic use of logic and/or analytical techniques	2			1				1		1					2						2
Demonstrates detailed job knowledge and expertise	2			1				1			1				2						2
Writes clearly and succinctly, avoiding unnecessary complicated language	3			1					2			1			1					2	
Keeps up to date with emerging trends in the industry	3				1				2				1	1						2	
Comes up with practical solutions to problems	4				1				2				1	1						1	1
mean	**2.8**	**3.4**					**3.3**					**3.5**					**3.5**				

Adapting and Coping	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Provides guidance and support that help team members adjust quickly to changes without losing work quality or productivity	4				1				2						2						2
Maintains composure in stressful situations (e.g., when faced with resistance, failure, interpersonal conflict, or demanding time frames)	5			1				1	1				1		1					1	1
Willingly tackles new problems without prior information	5		1						2				1	1					1		
Adapts to changing needs	4				1				1	1					2					1	1
Adapts to changing circumstances	3			1					1	1				1	1		1	1			
Accepts it when things do not go their way	4	1						1				1		1						2	
mean	**4.2**	**3.7**					**4.0**					**3.5**					**3.5**				

Supporting and Cooperating	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Recognises the attitudes, preferences, emotions, strengths, and weaknesses of others and adjusts approach accordingly	3			1				1	1				1		1					1	1
Successfully works with people from different cultures and backgrounds	2		1					1	1				1		1						2
Makes decisions and interacts with people in a way that is consistent with accepted moral and ethical business principles and standards	1				1		1	1						1							2
Sets an example in their work behaviour that people want to emulate	1	1						1	1			1			1		1	1			
Improves own performance by incorporating the input and ideas of others	2		1						2				1	1						1	1
Gets the input or approval of others before taking action or making decisions	3			1					2				1	1							2
mean	**2.0**	**3.3**					**3.5**					**3.6**					**3.6**				

Organising and Executing	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Creates an environment in which understanding and addressing customer needs (internal or external) are top priorities for the team	4					1			2			1			1					1	1
Produces plans that outline the steps and resources needed to efficiently attain objectives	2	1						1	1			1		1					1	1	
Allocates resources in line with the most important team and company objectives	3		1					1	1			1	1						2		
Holds team members accountable for delivering high quality and error-free work	4			1					2					1	1				1	1	
Holds team members accountable for meeting required or promised deadlines	5				1				1	1					2				1	1	
Closely follows rules or procedures	3		1					1	1			1		1					1	1	
Completes tasks and/or assignments on time	4			1				1	1					1	1				1	1	
mean	3.6	2.9					3.6					3.1					3.6				

Network Leadership

Building the Network

Building the Network	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Aids employees in connecting with others (inside or outside the company) who can add value to or help them better do their jobs	5				1					1	1			1	1					1	1
Updates networks to involve new stakeholders and team members when conditions change	4					1			2						1	1				1	1
Leverages existing working relationships with people outside of the team to accomplish work more effectively or efficiently	5				1				1	1					1					1	1
Uses understanding of the operations, structure, and goals of the organisation to get things done more readily or effectively	5			1					1	1				1	1						2
mean	**4.8**			**4.0**					**3.9**					**4.1**					**3.6**		

Energising the Network

Energising the Network	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Implements policies, practices, procedures, and/or rewards that encourage others to identify and develop new ideas	4					1			1	1					1	1					2
Introduces information, challenges, or questions to stimulate team members to think in new and different ways	4					1				2				1	1						2
Sets the expectation that team members first try to work through problems or differences before seeking help	4			1						1	1				2					1	1
Promotes dialogue and debate to challenge traditional assumptions, ideas, and approaches	4			1						1	1				2				2		
Encourages the team to take risks and experiment with new ideas	4			1						2					1	1					2
mean	**4.0**			**3.8**					**3.7**					**3.9**					**3.7**		

Creating Interdependence

Creating Interdependence	S	M 1	2	3	4	5	C 1	2	3	4	5	D 1	2	3	4	5	O 1	2	3	4	5
Helps the team learn from one another	4			1						1	1				1	1					2
Gives team members the autonomy and authority to determine how to best complete their work	3				1			1		1					1	1				1	1
Promotes and facilitates coordination and cooperation among members of the team	3				1					1	1				2					1	1
Creates situations for informal leaders to emerge	3			1							2			2							2
mean	**3.3**			**3.5**					**3.5**					**3.5**					**3.8**		

Enabling the Network	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
When working with people inside the team, helps them be more effective than they would be if they were working alone	3				1				1		1			1	1						2	
Helps team members overcome obstacles and obtain resources, support, and cooperation from other areas of the company	2				1		1		1					1	1						1	1
When working with people outside the team, helps them be more effective than they would be if they were working alone	3		1						2						2						2	
Effectively transfers great ideas from other parts of the organisation	2		1							2					2					1	1	
mean	2.5	3.5					3.3					3.8					3.8				

Highest ratings

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings).
From others´ perspective, you have your individual strengths in these particular behavioural patterns.

Rank	Behaviour	Average score without Self	Competency
1	Views things from a unique or non-traditional perspective	4.71	Creating and Conceptualising
2	Adjusts behaviour based on how they think other people will react	4.29	Interacting and Presenting
3	Sets challenging goals in order to complete ambitious projects	4.14	Enterprising and Performing
3	Creates an environment in which understanding and addressing customer needs (internal or external) are top priorities for the team	4.14	Organising and Executing
3	Updates networks to involve new stakeholders and team members when conditions change	4.14	Building the Network
3	Implements policies, practices, procedures, and/or rewards that encourage others to identify and develop new ideas	4.14	Energising the Network
4	Clearly links recognition and/or rewards to employee job performance	4.00	Leading and Deciding
4	Demonstrates detailed job knowledge and expertise	4.00	Analysing and Interpreting
4	Provides guidance and support that help team members adjust quickly to changes without losing work quality or productivity	4.00	Adapting and Coping
4	Adapts to changing needs	4.00	Adapting and Coping
4	Holds team members accountable for meeting required or promised deadlines	4.00	Organising and Executing
4	Introduces information, challenges, or questions to stimulate team members to think in new and different ways	4.00	Energising the Network
4	Encourages the team to take risks and experiment with new ideas	4.00	Energising the Network

Lowest ratings

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings).
From others' perspective, this is where you will find particular personal areas of development.

Rank	Behaviour	Average score without Self	Competency
1	Defines strategic objectives that outline an effective long-term vision or direction for the team, department or company as a whole	2.43	Creating and Conceptualising
1	Produces plans that outline the steps and resources needed to efficiently attain objectives	2.43	Organising and Executing
2	Manages disagreements with tact and diplomacy	2.57	Interacting and Presenting
3	Accepts it when things do not go their way	2.67	Adapting and Coping
4	Provides accurate assessments and feedback of employee performance	2.71	Leading and Deciding
5	Writes clearly and succinctly, avoiding unnecessary complicated language	2.86	Analysing and Interpreting
5	Allocates resources in line with the most important team and company objectives	2.86	Organising and Executing
6	Influences the course of discussions or decisions in ways they intend, without relying on formal authority	3.00	Interacting and Presenting
6	Makes well-reasoned decisions that positively impact the team and the company	3.00	Leading and Deciding
6	Keeps up to date with emerging trends in the industry	3.00	Analysing and Interpreting
6	Sets an example in their work behaviour that people want to emulate	3.00	Supporting and Cooperating

Comments

What are one or two things this person does well?

— -

— -

— unsure

— not sure

— all good

— all is well

— ?

— ttest

What are one or two things this person should further develop?

— ?

— -

— people skills

— timekeeping

— nothing

— ?

— not sure

— test

What could this person do differently to improve their effectiveness?

— -

— -

— delegate more

— try to delegate more

— can't think of anything

— -

— ??

— test

ABOUT THIS REPORT

This report was generated using the SHL online Standard Multirater Feedback System . It includes information from the Enterprise Leadership questionnaire. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

Enterprise leadership 360 Feedback report Version 2.0 International English

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