



Executive Edition

Confidential Report for:

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April 21, 2022





Report Sections

The report is organized along the following sections:

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Report Overview

Rating Scale

The table below shows the rating scale and descriptors used for this feedback.

Descriptor	Scale Value
Doesn't Describe	1
Minimally Describes	2
Partially Describes	3
Mostly Describes	4
Completely Describes	5

Rater Response Information

Below is the number of raters that have completed the assessment.

Boss	1
Peer	3
Direct Report	3
Other	3

Other Information

1. On the charts that breakdown by type of rater, the column labeled "N" is the number of raters who have answered the specific question.
2. All the comments are displayed verbatim – typographical errors, grammar and punctuation mistakes are the result of your raters direct feedback.
3. Not applicable (N/A) scaled responses are not used in any average score calculations.
4. Items that receive a score of 3.5 or less are marked in brackets "[.5]" so that you can easily identify lower rated items.



About the Transitions 360 - Phase 3 Feedback

The Transitions 360 report is designed to provide multi-rater feedback to senior leaders across specific categories that are thought to be important for leadership effectiveness in the first year of a leader's new role. The survey is completed at three intervals throughout the transition year and each report provides information about the raters' perceptions at each interval. The questions being asked at each interval are different and focus on behaviors that are particularly important for each phase of the transition. This report provides information on how you rate yourself and how other people that your selected rate you in these categories.

Getting the Most of Your Feedback Report



360 Feedback

This report provides information on how you rate yourself and how other people that were selected rate you on these items. This report is not a performance evaluation, but rather it is an assessment of how other people perceive you in the workplace. Everyone, good and struggling alike, has strengths and development opportunities. The goal of this report is to give you insights into those strengths and development areas.



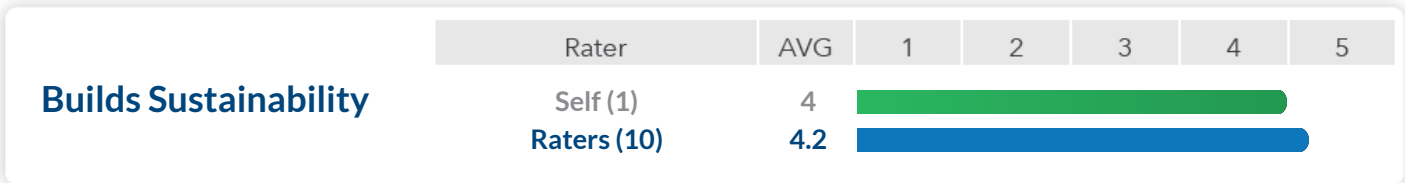
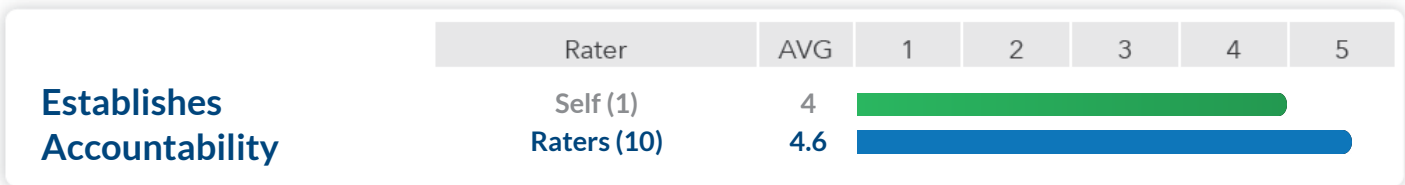
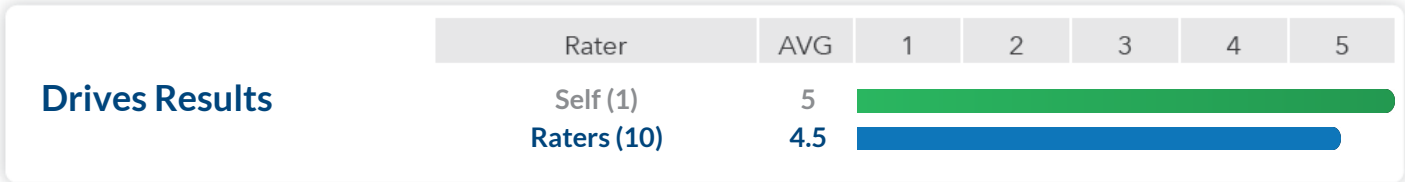
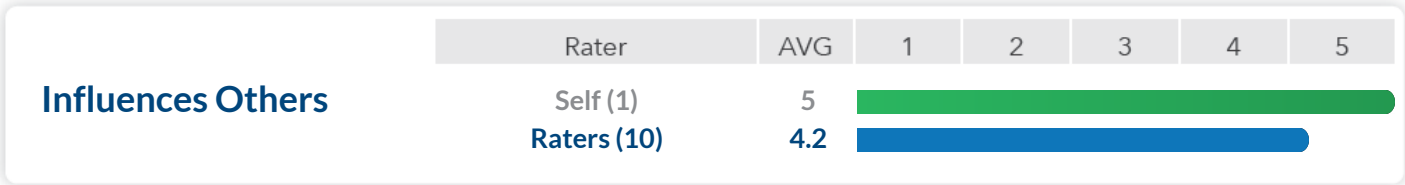
Debrief & Coaching

No assessment provides a definitive picture of an individual. Multiple variables affect the ways in which people perceive you. It is highly recommended that a professional who is trained in providing accurate interpretation of the results of this instrument assist you in debriefing and understanding your report. You may also find benefit from working with a professional coach over time to assist you in implementing your development plan.



Development Planning

Use your feedback in this report to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with. It may be difficult to be intentional about shifting multiple things at once; therefore, it is recommended that your development plan be realistic and that you not focus on more than a few goals at a time.





Leaders that influence others are seen as advocates for their areas of responsibility. They lead upwardly, provide thought leadership, and have the ability to push back and challenge the system in thoughtful and constructive ways. They inspire followers and create confidence in their leadership.

(1) Please rate the extent to which this statement describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	5	-	-					
Boss (1)	4	4	4					
Peer (3)	4	4	4					
Direct Report (3)	4.33	5	4					
Other (3)	4.33	5	4					
All Raters (minus Self) (10)	4.2	5	4					

(2) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment



Leaders that drive results set clear objectives and are able to measure and evaluate the impact of the changes that have been made, goals that were set, and tasks accomplished. Impacts are shown in both qualitative and quantitative ways. They have produced outcomes that are consistent with the organization's success.

(3) Please rate the extent to which this statement describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	5	-	-					
Boss (1)	4	4	4					
Peer (3)	4.67	5	4					
Direct Report (3)	4.33	5	4					
Other (3)	4.67	5	4					
All Raters (minus Self) (10)	4.5	5	4					

(4) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Establishes Accountability



Effective leaders create a sense of accountability for self and others. They set clear expectations and establish measures of progress and performance for the people they lead. They give credit to their team and take personal responsibility for shortcomings.

(5) Please rate the extent to which this statement describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	4	-	-					
Boss (1)	4	4	4					
Peer (3)	4.67	5	4					
Direct Report (3)	4.67	5	4					
Other (3)	4.67	5	4					
All Raters (minus Self) (10)	4.6	5	4					

(6) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment



Leaders that create sustainable teams and systems actively manage the pace of work, provide appropriate support and resources to teams, remove organizational obstacles, and ensure that the strategic direction is consistently communicated and maintained. They establish systems and processes that can be replicated and sustained over time.

(7) Please rate the extent to which this statement describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	4	-	-					
Boss (1)	[3]	3	3					
Peer (3)	4.67	5	4					
Direct Report (3)	4	4	4					
Other (3)	4.33	5	4					
All Raters (minus Self) (10)	4.2	5	3					

(8) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

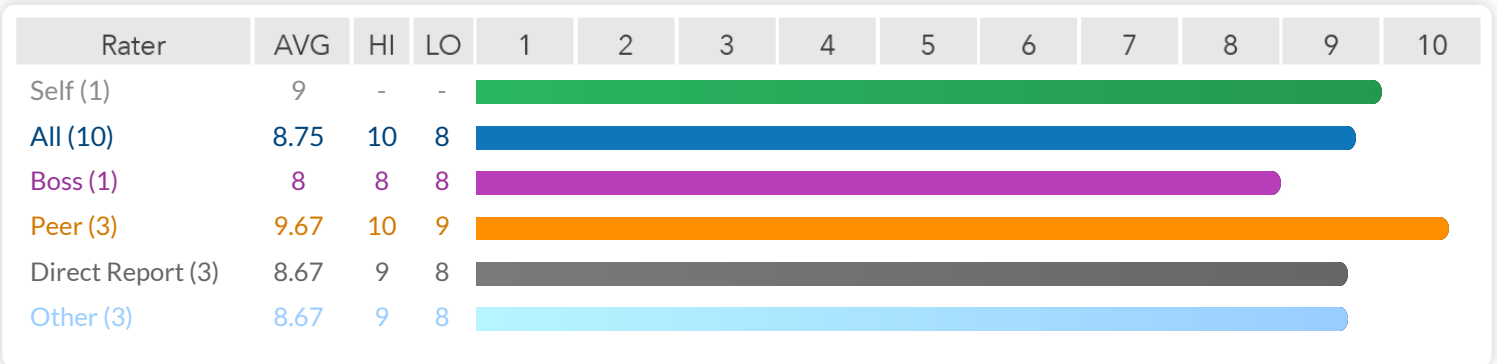
- Other comment
- Other comment
- Other comment

Overall Effectiveness



Please provide a rating of this person's overall effectiveness as a professional on a 10 point scale:

(1 = Not At All Effective | 10 = Extremely Effective)





What do you feel that you've done well in your leadership role thus far?

Self

- Self comment

What are your development needs going forward?

Self

- Self comment

What do you need from the organization that would help ensure your continued success?

Self

- Self comment

What do you think are this person's greatest strengths?

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment



What are this person's most important development needs?

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Describe how this person has added value in the first year.

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment