leadership action checklist

Leadership Action Checklist 360 report for

Jane Smith

leadership action checklist
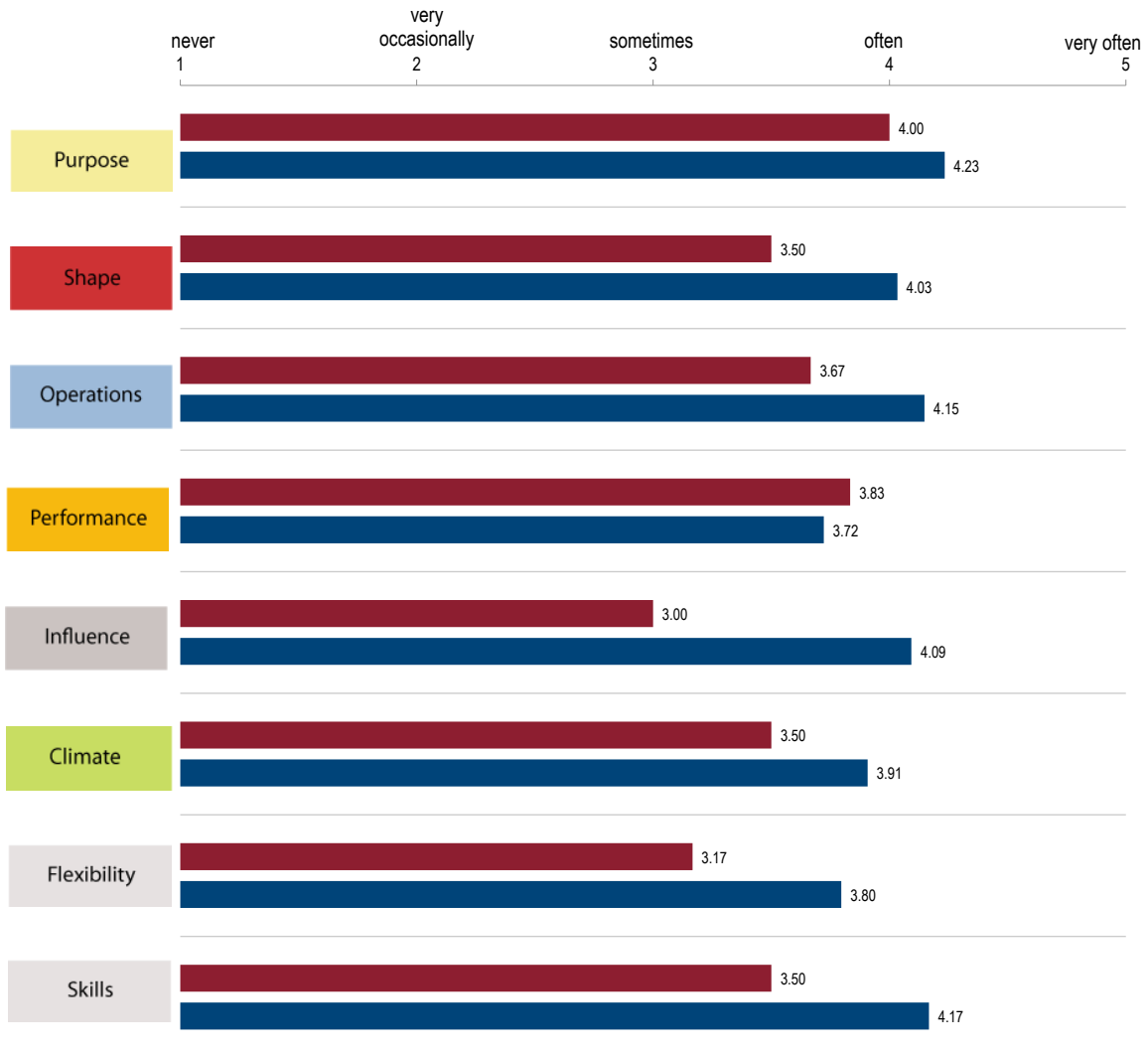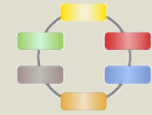
Leadership Action Checklist 360 report for Jane Smith

part one • overview

This section is an overview of each of the areas of the leadership action checklist.

The chart below shows the scores for each area of the leadership action checklist - your own score is in red and the average of your observer scores is in blue.
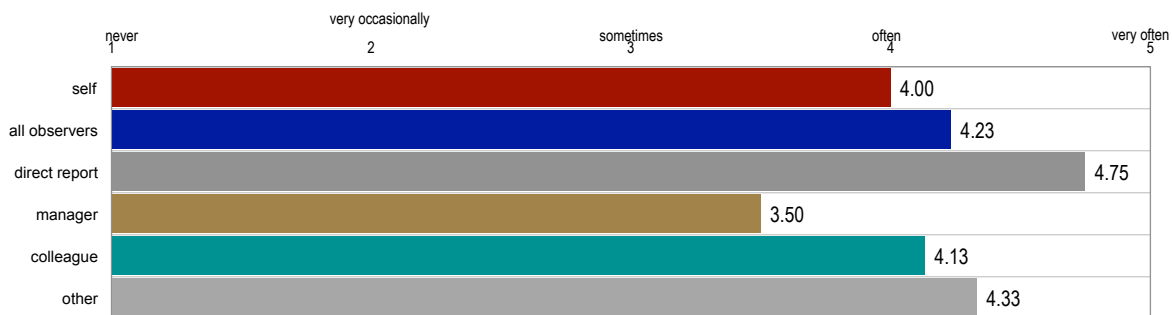
	never 1	very occasionally 2	sometimes 3	often 4	very often 5

Purpose
- 4.00
- 4.23

Shape
- 3.50
- 4.03

Operations
- 3.67
- 4.15

Performance
- 3.83
- 3.72

Influence
- 3.00
- 4.09

Climate
- 3.50
- 3.91

Flexibility
- 3.17
- 3.80

Skills
- 3.50
- 4.17

leadership action checklist

Leadership Action Checklist 360 report for Jane Smith
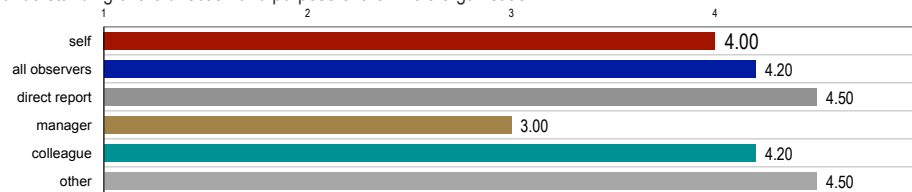
part two • section 1 • purpose

This section is about how you demonstrate your ability to work with a team to create a sense of direction and purpose which is clearly understood by all.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.

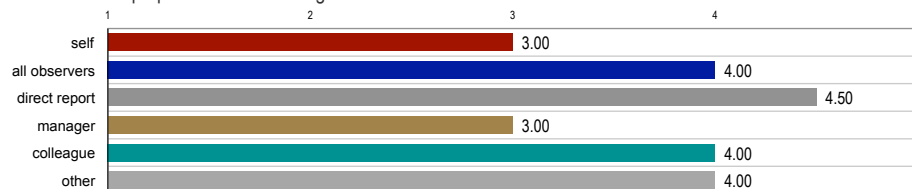|	
self	4.00
all observers	4.23
direct report	4.75
manager	3.50
colleague	4.13
other	4.33

The charts below show the averaged responses for each question.

I demonstrate a personal understanding of the direction and purpose of the whole organisation.
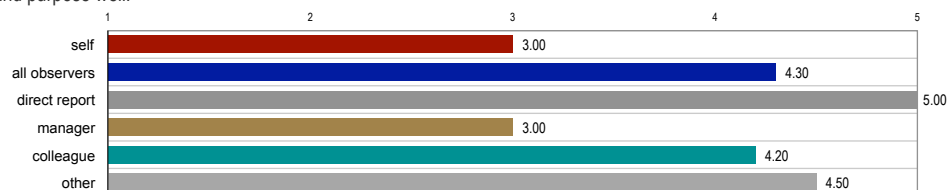
self	4.00
all observers	4.20
direct report	4.50
manager	3.00
colleague	4.20
other	4.50

I help others understand the direction and purpose of the whole organisation.

self	3.00
all observers	4.00
direct report	4.50
manager	3.00
colleague	4.00
other	4.00

I encourage a strong sense of direction and purpose for the team/department.

self	5.00
all observers	4.60
direct report	5.00
manager	5.00
colleague	4.60
other	4.00

I communicate direction and purpose well.

self	3.00
all observers	4.30
direct report	5.00
manager	3.00
colleague	4.20
other	4.50
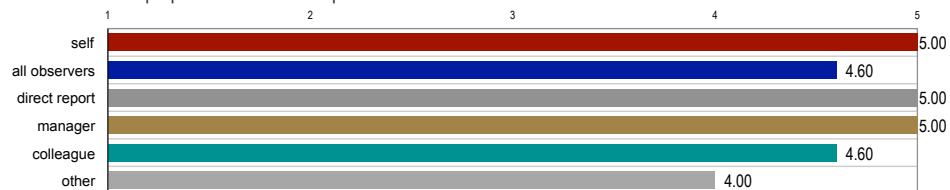
leadership action checklist

I make relevant links between individual, team and organisational goals.

	1	2	3	4	5
self					5.00
all observers				4.00	
direct report					5.00
manager		3.00			
colleague			3.60		
other				4.50	

I keep people updated on changes in organisational direction and their potential impact.

	1	2	3	4	5
self				4.00	
all observers				4.30	
direct report				4.50	
manager				4.00	
colleague				4.20	
other				4.50	

• time
How much time do you currently devote to activity relating to this section?

too little time	-1	0	1	too much time
self	1.00			
all observers	0.10			
direct report				
manager				
colleague	0.20			
other				

• changes
How much change is needed in relation to this section?

no change				major change
	1	2	3	4	5
self			3.00		
all observers		2.20			
direct report	1.00				
manager			3.00		
colleague		2.60			
other		2.00			

• data

	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I demonstrate a personal understanding of the direction and purpose of the whole organisation.	4.00	4.20	3	5	4.50	4	5	3.00	3	3	4.20	4	5	4.50	4	5
I help others understand the direction and purpose of the whole organisation.	3.00	4.00	3	5	4.50	4	5	3.00	3	3	4.00	3	5	4.00	4	4
I encourage a strong sense of direction and purpose for the team/department.	5.00	4.60	4	5	5.00	5	5	5.00	5	5	4.60	4	5	4.00	4	4
I communicate direction and purpose well.	3.00	4.30	3	5	5.00	5	5	3.00	3	3	4.20	4	5	4.50	4	5
I make relevant links between individual, team and organisational goals.	5.00	4.00	3	5	5.00	5	5	3.00	3	3	3.60	3	4	4.50	4	5
I keep people updated on changes in organisational direction and their potential impact.	4.00	4.30	3	5	4.50	4	5	4.00	4	4	4.20	3	5	4.50	4	5
How much time do you currently devote to activity relating to this section?	2.00	2.90	2	3	3.00	3	3	3.00	3	3	2.80	2	3	3.00	3	3
How much change is needed in relation to this section?	3.00	2.20	1	3	1.00	1	1	3.00	3	3	2.60	2	3	2.00	1	3

leadership action checklist
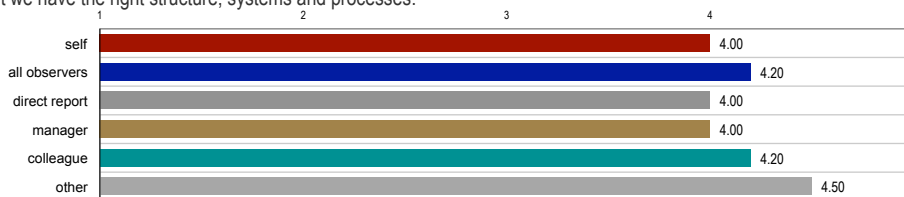
part two • section 2 • shape

This section is about how you demonstrate your ability to build the structure, systems and methods which will allow your team/department/organisation to operate effectively.   It refers to initial activity to establish the shape of the team/organisation and it also relates to the ability to review and adapt the shape over time.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
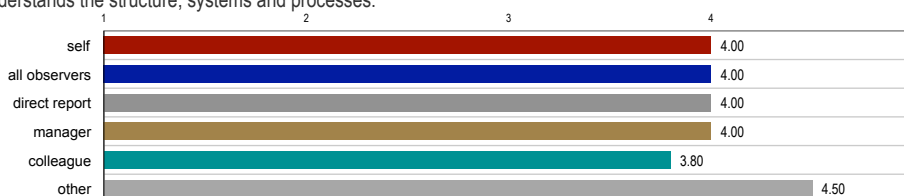
	never	very occasionally 2	sometimes 3	often 4	very often 5
self			3.50		
all observers				4.03	
direct report				4.00	
manager			3.50		
colleague			3.97		
other					4.50
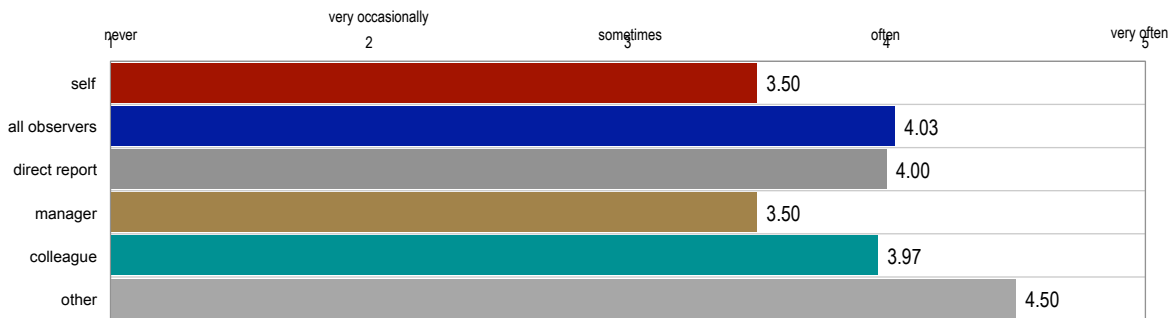
The charts below show the averaged responses for each question.

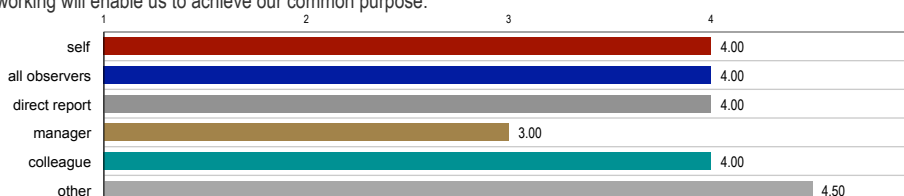I take action to ensure that we have the right structure, systems and processes.

	1	2	3	4	5
self				4.00	
all observers				4.20	
direct report				4.00	
manager				4.00	
colleague				4.20	
other				4.50	

I ensure that everyone understands the structure, systems and processes.

	1	2	3	4	5
self				4.00	
all observers				4.00	
direct report				4.00	
manager				4.00	
colleague			3.80		
other				4.50	

I ensure that we have the right communication systems.

	1	2	3	4	5
self			3.00		
all observers				4.00	
direct report				4.00	
manager				4.00	
colleague			3.80		
other				4.50	

I ensure that our ways of working will enable us to achieve our common purpose.

	1	2	3	4	5
self				4.00	
all observers				4.00	
direct report				4.00	
manager			3.00		
colleague				4.00	
other				4.50	
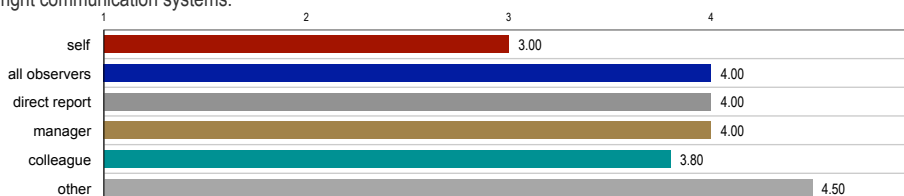
leadership action checklist

I put effort into reviewing the structure, sytems and processes.

self	3.00
all observers	3.90
direct report	4.00
manager	3.00
colleague	3.80
other	4.50

I am pro-active in making the necessary changes to structure, sytems and processes.

self	3.00
all observers	4.10
direct report	4.00
manager	3.00
colleague	4.20
other	4.50

• time
How much time do you currently devote to activity relating to this section?

too little time — -1 — 0 — 1 — too much time

self	
all observers	0.20
direct report	
manager	
colleague	0.40
other	

• changes
How much change is needed in relation to this section?

no change — major change

self	3.00
all observers	2.00
direct report	1.00
manager	3.00
colleague	2.20
other	2.00

• data

	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I take action to ensure that we have the right structure, systems and processes.	4.00	4.20	3	5	4.00	3	5	4.00	4	4	4.20	3	5	4.50	4	5
I ensure that everyone understands the structure, systems and processes.	4.00	4.00	3	5	4.00	3	5	4.00	4	4	3.80	3	5	4.50	4	5
I ensure that we have the right communication systems.	3.00	4.00	3	5	4.00	3	5	4.00	4	4	3.80	3	4	4.50	4	5
I ensure that our ways of working will enable us to achieve our common purpose.	4.00	4.00	3	5	4.00	3	5	3.00	3	3	4.00	3	5	4.50	4	5
I put effort into reviewing the structure, sytems and processes.	3.00	3.90	3	5	4.00	3	5	3.00	3	3	3.80	3	5	4.50	4	5
I am pro-active in making the necessary changes to structure, sytems and processes.	3.00	4.10	3	5	4.00	3	5	3.00	3	3	4.20	3	5	4.50	4	5
How much time do you currently devote to activity relating to this section?	3.00	3.20	3	4	3.00	3	3	3.00	3	3	3.40	3	4	3.00	3	3
How much change is needed in relation to this section?	3.00	2.00	1	4	1.00	1	1	3.00	3	3	2.20	1	4	2.00	1	3

leadership action checklist
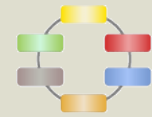
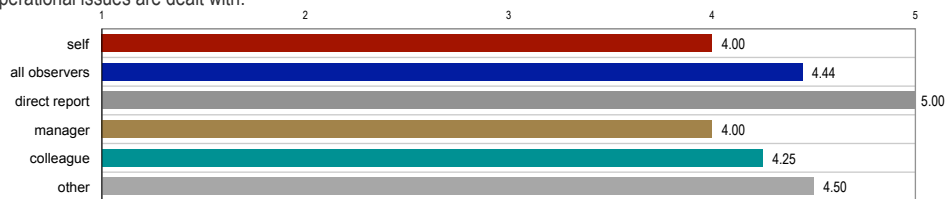## part two • section 3 • operations

This section is about your ability to manage the daily activity, as opposed to dealing with the strategic, long term, big picture issues.   It is about your ability to enable people to manage and operate the systems, procedures and resources in order to meet immediate operational needs and targets.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
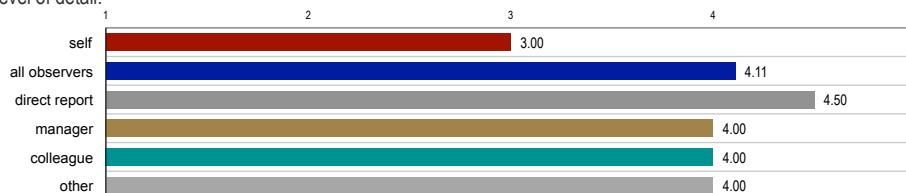
	never	very occasionally	sometimes	often	very often
	1	2	3	4	5
self				3.67	
all observers				4.15	
direct report					4.75
manager				4.17	
colleague				3.75	
other				4.33	
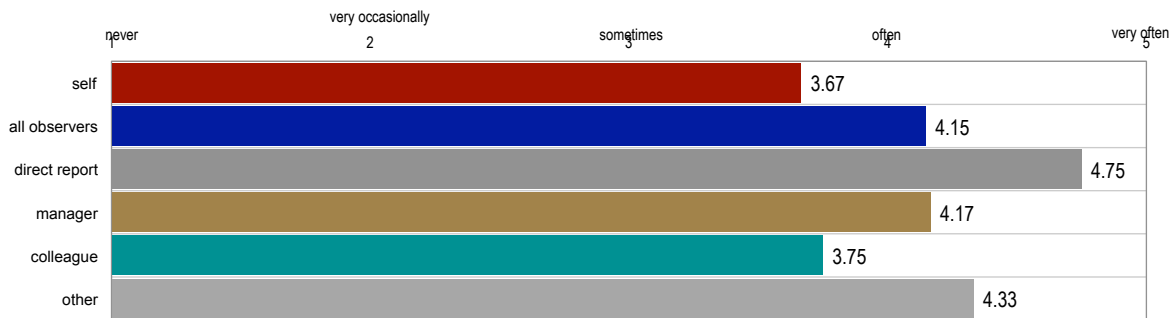
The charts below show the averaged responses for each question.

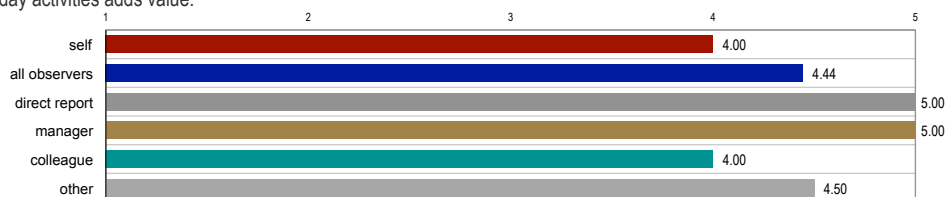**I ensure that day to day operational issues are dealt with.**

	self	all observers	direct report	manager	colleague	other
value	4.00	4.44	5.00	4.00	4.25	4.50

I work at the appropriate level of detail.

	self	all observers	direct report	manager	colleague	other
value	3.00	4.11	4.50	4.00	4.00	4.00

I provide appropriate levels of guidance on a day to day basis.

	self	all observers	direct report	manager	colleague	other
value	4.00	4.22	5.00	5.00	3.50	4.50

My involvement in day to day activities adds value.

	self	all observers	direct report	manager	colleague	other
value	4.00	4.44	5.00	5.00	4.00	4.50
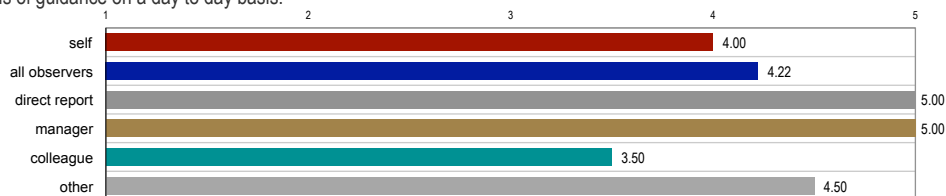
leadership action checklist

I hand over work that can be delegated.

	self	all observers	direct report	manager	colleague	other
	3.00	3.56	4.00	3.00	3.25	4.00

I demonstrate an appropriate level of knowledge and expertise in our day to day activity.

	self	all observers	direct report	manager	colleague	other
	4.00	4.11	5.00	4.00	3.50	4.50

• time
How much time do you currently devote to activity relating to this section?

	self	all observers	direct report	manager	colleague	other
		0.22	0.50		0.25	

• changes
How much change is needed in relation to this section?

	self	all observers	direct report	manager	colleague	other
	2.00	2.00	2.00	3.00	1.75	2.00

• data

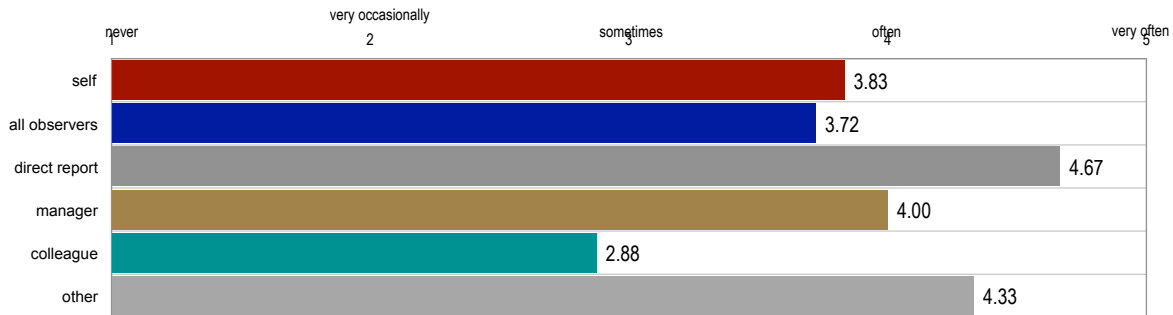|	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I ensure that day to day operational issues are dealt with.	4.00	4.44	4	5	5.00	5	5	4.00	4	4	4.25	4	5	4.50	4	5
I work at the appropriate level of detail.	3.00	4.11	4	5	4.50	4	5	4.00	4	4	4.00	4	4	4.00	4	4
I provide appropriate levels of guidance on a day to day basis.	4.00	4.22	3	5	5.00	5	5	5.00	5	5	3.50	3	4	4.50	4	5
My involvement in day to day activities adds value.	4.00	4.44	3	5	5.00	5	5	5.00	5	5	4.00	3	5	4.50	4	5
I hand over work that can be delegated.	3.00	3.56	3	4	4.00	4	4	3.00	3	3	3.25	3	4	4.00	4	4
I demonstrate an appropriate level of knowledge and expertise in our day to day activity.	4.00	4.11	3	5	5.00	5	5	4.00	4	4	3.50	3	4	4.50	4	5
How much time do you currently devote to activity relating to this section?	3.00	3.22	3	4	3.50	3	4	3.00	3	3	3.25	3	4	3.00	3	3
How much change is needed in relation to this section?	2.00	2.00	1	3	2.00	2	2	3.00	3	3	1.75	1	3	2.00	1	3

leadership action checklist
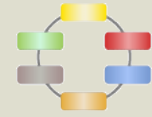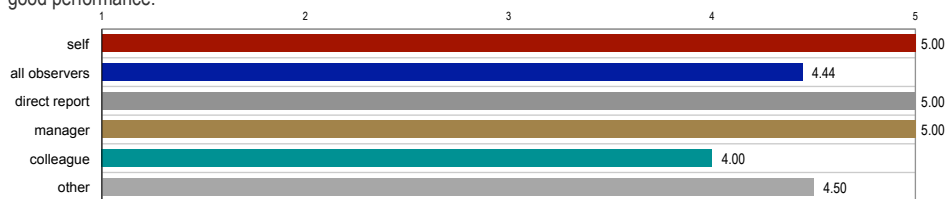
part two • section 4 • performance

This section is about the effect that you have on the performance of individuals and teams.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
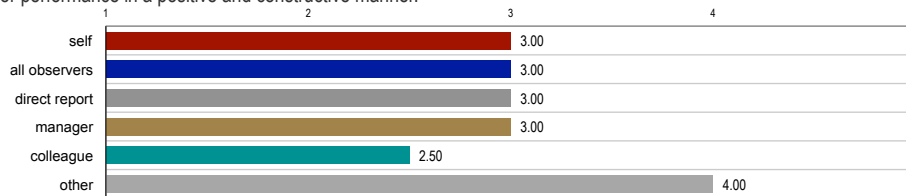
	never 1	very occasionally 2	sometimes 3	often 4	very often 5
self				3.83	
all observers				3.72	
direct report					4.67
manager				4.00	
colleague		2.88			
other					4.33

The charts below show the averaged responses for each question.

I acknowledge individuals' good performance.

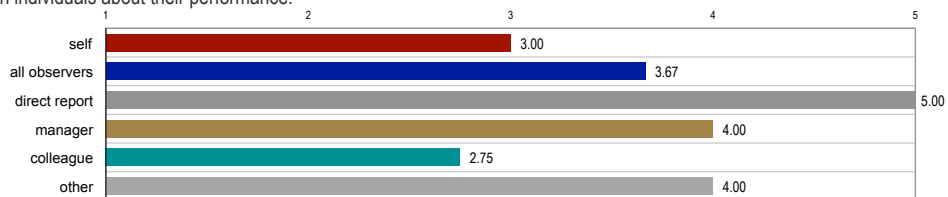|	1	2	3	4	5
self					5.00
all observers				4.44	
direct report					5.00
manager					5.00
colleague				4.00	
other				4.50	

I challenge individuals' poor performance in a positive and constructive manner.

	1	2	3	4	5
self			3.00		
all observers			3.00		
direct report			3.00		
manager			3.00		
colleague		2.50			
other				4.00	

I establish and agree clear and relevant goals with each individual.

	1	2	3	4	5
self				4.00	
all observers			3.67		
direct report					5.00
manager					5.00
colleague		2.25			
other				4.50	

I have 1:1 discussions with individuals about their performance.

	1	2	3	4	5
self			3.00		
all observers			3.67		
direct report					5.00
manager				4.00	
colleague		2.75			
other				4.00	
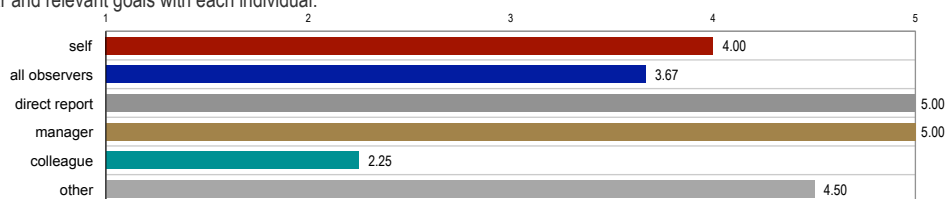
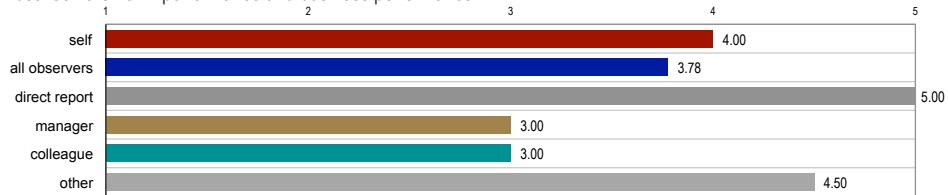# leadership action checklist

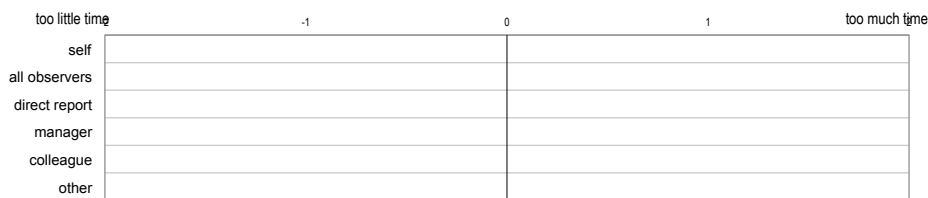I encourage a sense of responsibility and accountability for individual performance.

	scale
self	4.00
all observers	3.78
direct report	5.00
manager	4.00
colleague	2.75
other	4.50

I help people make the link between their own performance and business performance.

	scale
self	4.00
all observers	3.78
direct report	5.00
manager	3.00
colleague	3.00
other	4.50

• time

How much time do you currently devote to activity relating to this section?

too little time   -1   0   1   too much time

self	
all observers	
direct report	
manager	
colleague	
other	

• changes

How much change is needed in relation to this section?

no change ... major change

	value
self	2.00
all observers	1.67
direct report	1.00
manager	3.00
colleague	1.50
other	2.00

• data

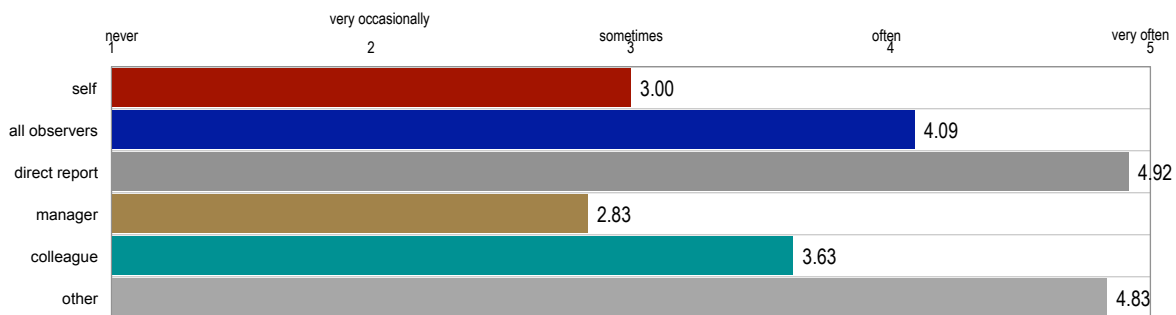|	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
	ave	ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I acknowledge individuals' good performance.	5.00	4.44	3	5	5.00	5	5	5.00	5	5	4.00	3	5	4.50	4	5
I challenge individuals' poor performance in a positive and constructive manner.	3.00	3.00	1	5	3.00	1	5	3.00	3	3	2.50	1	3	4.00	4	4
I establish and agree clear and relevant goals with each individual.	4.00	3.67	1	5	5.00	5	5	5.00	5	5	2.25	1	4	4.50	4	5
I have 1:1 discussions with individuals about their performance.	3.00	3.67	1	5	5.00	5	5	4.00	4	4	2.75	1	4	4.00	4	4
I encourage a sense of responsibility and accountability for individual performance.	4.00	3.78	1	5	5.00	5	5	4.00	4	4	2.75	1	4	4.50	4	5
I help people make the link between their own performance and business performance.	4.00	3.78	1	5	5.00	5	5	3.00	3	3	3.00	1	5	4.50	4	5
How much time do you currently devote to activity relating to this section?	3.00	3.00	3	3	3.00	3	3	3.00	3	3	3.00	3	3	3.00	3	3
How much change is needed in relation to this section?	2.00	1.67	1	3	1.00	1	1	3.00	3	3	1.50	1	3	2.00	1	3

leadership action checklist

Leadership Action Checklist 360 report for Jane Smith
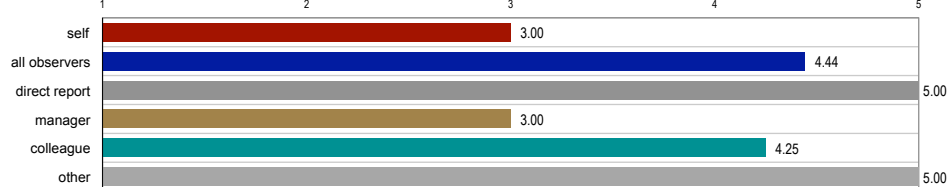
part two • section 5 • influence

This section is all about your ability to network and be influential in the wider organisation.   It is about using your influence to manage the pressure and workload and to secure the resources that affect the people you lead.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
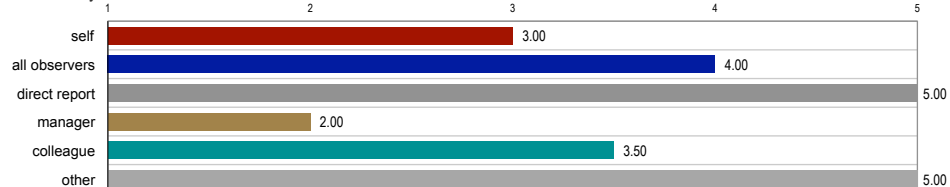
never 1	very occasionally 2	sometimes 3
often 4		very often 5

self	3.00
all observers	4.09
direct report	4.92
manager	2.83
colleague	3.63
other	4.83

The charts below show the averaged responses for each question.

I achieve strong relationships with colleagues in other teams/departments.

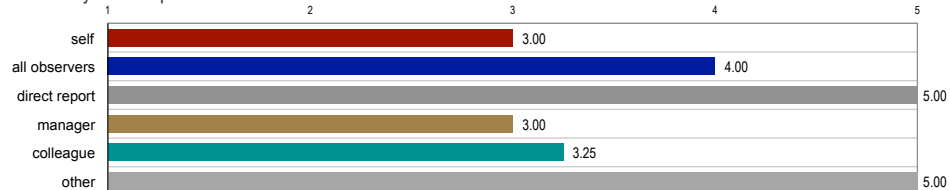|	
self	3.00
all observers	4.44
direct report	5.00
manager	3.00
colleague	4.25
other	5.00

I spend time networking outside of my team.

self	3.00
all observers	4.00
direct report	5.00
manager	2.00
colleague	3.50
other	5.00

I demonstrate a level of knowledge and understanding of areas outside of my own responsibility.

self	3.00
all observers	3.78
direct report	4.50
manager	3.00
colleague	3.25
other	4.50

I influence successfully outside of my team/department.

self	3.00
all observers	4.00
direct report	5.00
manager	3.00
colleague	3.25
other	5.00
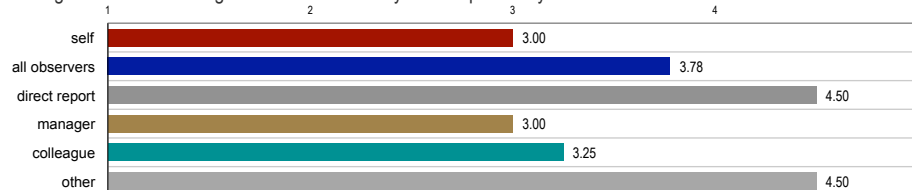
leadership action checklist

I break down barriers that would otherwise stop the team from achieving its goals.

self	3.00
all observers	4.33
direct report	5.00
manager	3.00
colleague	4.00
other	5.00

I am effective at influencing people who are senior to me.

self	3.00
all observers	4.00
direct report	5.00
manager	3.00
colleague	3.50
other	4.50

• time

How much time do you currently devote to activity relating to this section?

too little time — too much time

self	1.00
all observers	0.67
direct report	
manager	1.00
colleague	1.00
other	0.50

• changes

How much change is needed in relation to this section?

no change — major change

self	3.00
all observers	2.22
direct report	1.00
manager	4.00
colleague	2.75
other	1.50

• data

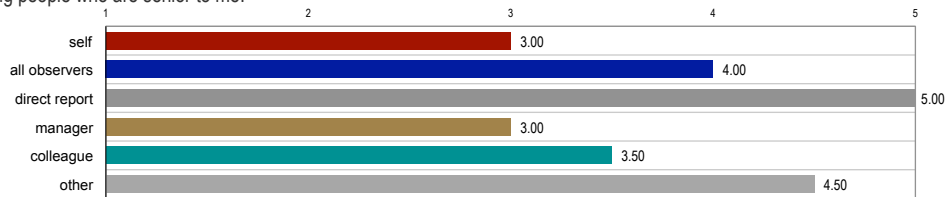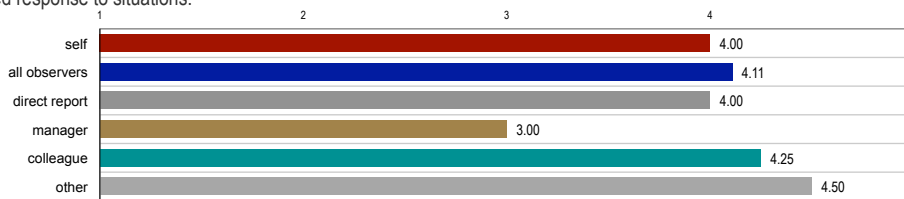|	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I achieve strong relationships with colleagues in other teams/departments.	3.00	4.44	3	5	5.00	5	5	3.00	3	3	4.25	3	5	5.00	5	5
I spend time networking outside of my team.	3.00	4.00	2	5	5.00	5	5	2.00	2	2	3.50	3	4	5.00	5	5
I demonstrate a level of knowledge and understanding of areas outside of my own responsibility.	3.00	3.78	3	5	4.50	4	5	3.00	3	3	3.25	3	4	4.50	4	5
I influence successfully outside of my team/department.	3.00	4.00	3	5	5.00	5	5	3.00	3	3	3.25	3	4	5.00	5	5
I break down barriers that would otherwise stop the team from achieving its goals.	3.00	4.33	3	5	5.00	5	5	3.00	3	3	4.00	3	5	5.00	5	5
I am effective at influencing people who are senior to me.	3.00	4.00	2	5	5.00	5	5	3.00	3	3	3.50	2	5	4.50	4	5
How much time do you currently devote to activity relating to this section?	2.00	2.33	1	3	3.00	3	3	2.00	2	2	2.00	1	3	2.50	2	3
How much change is needed in relation to this section?	3.00	2.22	1	4	1.00	1	1	4.00	4	4	2.75	2	4	1.50	1	2

part two • section 6 • climate

This section is about your ability to role model and develop a positive working environment and atmosphere.   It is about creating a climate in which people can contribute and thrive, and in which positive attitudes and behaviours are encouraged and rewarded.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
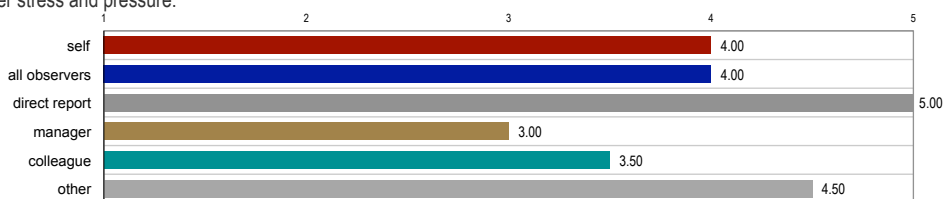
never	very occasionally 2 · sometimes 3 · often 4 · very often 5
self	3.50
all observers	3.91
direct report	4.25
manager	3.17
colleague	3.75
other	4.25

The charts below show the averaged responses for each question.
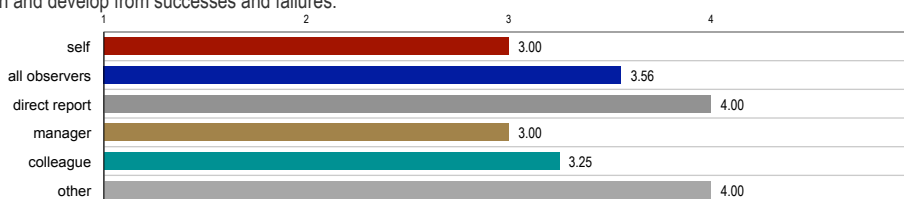
I demonstrate a considered response to situations.

self	4.00
all observers	4.11
direct report	4.00
manager	3.00
colleague	4.25
other	4.50

I manage myself well under stress and pressure.

self	4.00
all observers	4.00
direct report	5.00
manager	3.00
colleague	3.50
other	4.50

I demonstrate personal learning and develop from my successes and failures.

self	3.00
all observers	3.78
direct report	3.50
manager	4.00
colleague	3.50
other	4.50

I encourage others to learn and develop from successes and failures.

self	3.00
all observers	3.56
direct report	4.00
manager	3.00
colleague	3.25
other	4.00
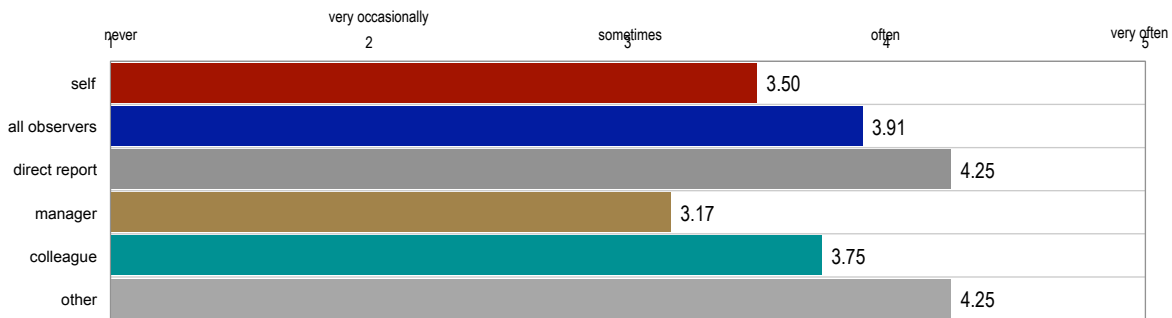
leadership action checklist

I create a working environment of honest, open and healthy debate.

	value
self	4.00
all observers	4.33
direct report	5.00
manager	3.00
colleague	4.50
other	4.00

I create a working environment in which conflicts are debated and resolved.

	value
self	3.00
all observers	3.67
direct report	4.00
manager	3.00
colleague	3.50
other	4.00

• time
How much time do you currently devote to activity relating to this section?

too little time	-1	0	1	too much time
self				
all observers				
direct report				
manager				
colleague				
other				

• changes
How much change is needed in relation to this section?

no change — major change

	value
self	2.00
all observers	2.00
direct report	1.00
manager	4.00
colleague	2.00
other	2.00

• data

	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I demonstrate a considered response to situations.	4.00	4.11	3	5	4.00	3	5	3.00	3	3	4.25	3	5	4.50	4	5
I manage myself well under stress and pressure.	4.00	4.00	3	5	5.00	5	5	3.00	3	3	3.50	3	5	4.50	4	5
I demonstrate personal learning and develop from my successes and failures.	3.00	3.78	3	5	3.50	3	4	4.00	4	4	3.50	3	4	4.50	4	5
I encourage others to learn and develop from successes and failures.	3.00	3.56	3	5	4.00	3	5	3.00	3	3	3.25	3	4	4.00	4	4
I create a working environment of honest, open and healthy debate.	4.00	4.33	3	5	5.00	5	5	3.00	3	3	4.50	4	5	4.00	4	4
I create a working environment in which conflicts are debated and resolved.	3.00	3.67	3	5	4.00	3	5	3.00	3	3	3.50	3	4	4.00	4	4
How much time do you currently devote to activity relating to this section?	3.00	3.00	3	3	3.00	3	3	3.00	3	3	3.00	3	3	3.00	3	3
How much change is needed in relation to this section?	2.00	2.00	1	4	1.00	1	1	4.00	4	4	2.00	1	3	2.00	1	3

leadership action checklist
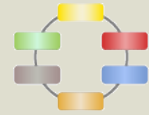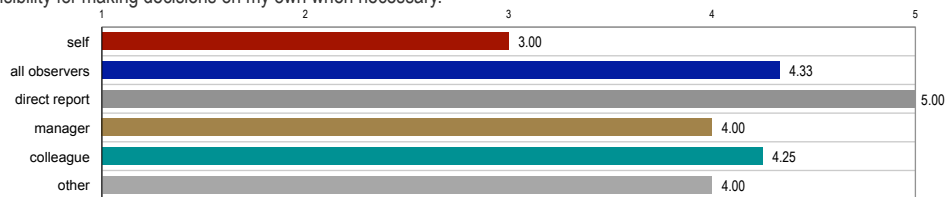
part two • section 7 • flexibility

This section is about the flexibility of your leadership and decision making style.   It is also about applying the right leadership style to the right circumstance.

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
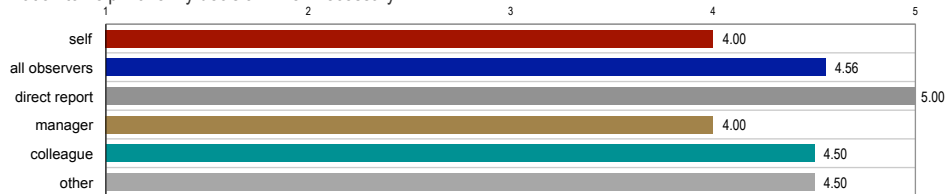
self		3.17
all observers		3.80
direct report		4.25
manager		3.33
colleague		3.50
other		4.17
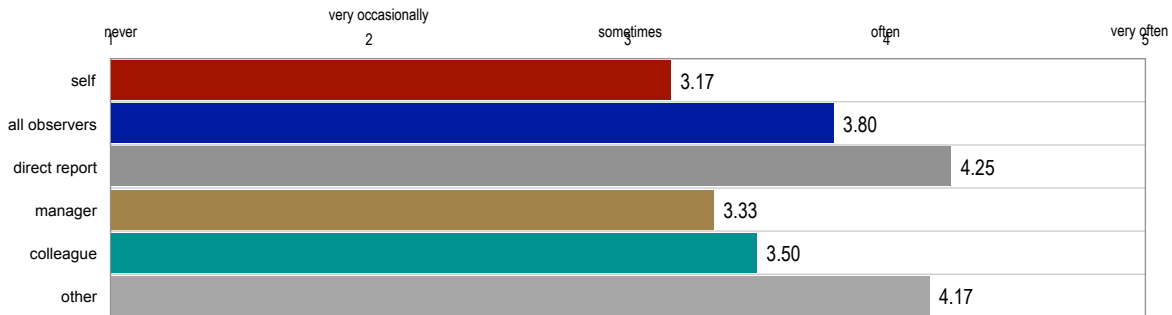
The charts below show the averaged responses for each question.

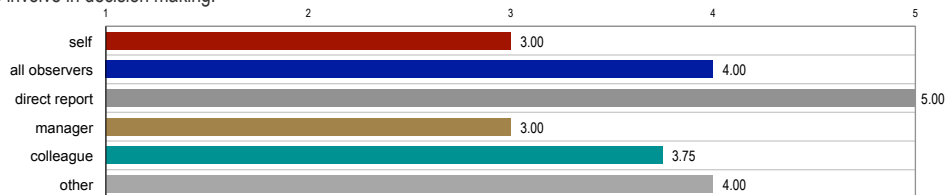**I am willing to take responsibility for making decisions on my own when necessary.**

self	3.00
all observers	4.33
direct report	5.00
manager	4.00
colleague	4.25
other	4.00

I consult others to get information to help make my decision when necessary.

self	4.00
all observers	4.56
direct report	5.00
manager	4.00
colleague	4.50
other	4.50

I demonstrate the ability to delegate decision making to other people.

self	4.00
all observers	3.44
direct report	3.50
manager	4.00
colleague	3.00
other	4.00

I select the right people to involve in decision making.

self	3.00
all observers	4.00
direct report	5.00
manager	3.00
colleague	3.75
other	4.00

I am flexible in using different leadership styles to suit different situations.

	value
self	3.00
all observers	3.11
direct report	3.50
manager	2.00
colleague	2.75
other	4.00

I am responsive to feedback about my leadership style and decision making.

	value
self	2.00
all observers	3.33
direct report	3.50
manager	3.00
colleague	2.75
other	4.50

• time

How much time do you currently devote to activity relating to this section?

	too little time — too much time
self	1.00
all observers	0.11
direct report	
manager	
colleague	0.25
other	

• changes

How much change is needed in relation to this section?

	no change — major change
self	3.00
all observers	2.22
direct report	1.50
manager	4.00
colleague	2.25
other	2.00

• data

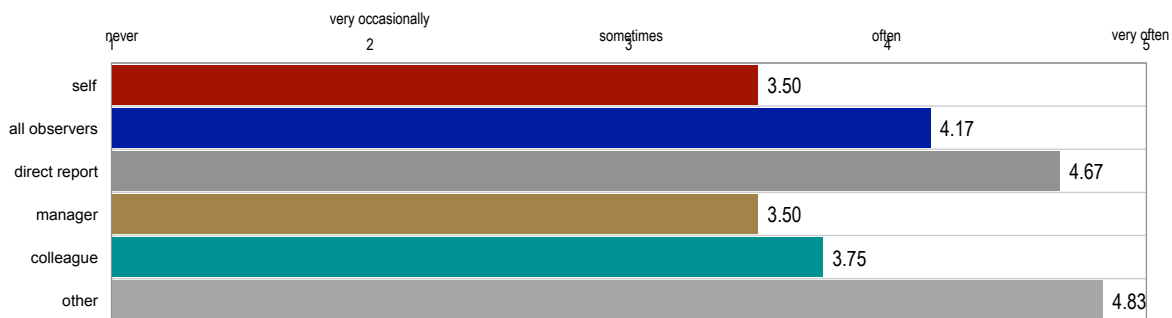|	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I am willing to take responsibility for making decisions on my own when necessary.	3.00	4.33	3	5	5.00	5	5	4.00	4	4	4.25	4	5	4.00	3	5
I consult others to get information to help make my decision when necessary.	4.00	4.56	4	5	5.00	5	5	4.00	4	4	4.50	4	5	4.50	4	5
I demonstrate the ability to delegate decision making to other people.	4.00	3.44	2	5	3.50	3	4	4.00	4	4	3.00	2	4	4.00	3	5
I select the right people to involve in decision making.	3.00	4.00	3	5	5.00	5	5	3.00	3	3	3.75	3	5	4.00	3	5
I am flexible in using different leadership styles to suit different situations.	3.00	3.11	2	5	3.50	3	4	2.00	2	2	2.75	2	3	4.00	3	5
I am responsive to feedback about my leadership style and decision making.	2.00	3.33	2	5	3.50	3	4	3.00	3	3	2.75	2	3	4.50	4	5
How much time do you currently devote to activity relating to this section?	2.00	2.89	2	3	3.00	3	3	3.00	3	3	2.75	2	3	3.00	3	3
How much change is needed in relation to this section?	3.00	2.22	1	4	1.50	1	2	4.00	4	4	2.25	1	3	2.00	1	3

leadership action checklist
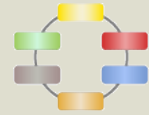
part two • section 8 • skills

This section is about the skills which form the foundation of your ability to lead.
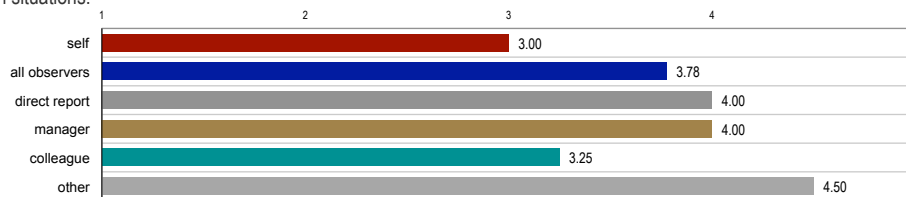- **Reflection - your ability to stand back**
- **Awareness - your ability to notice what is really happening**
- **Action orientation - your ability to turn ideas into action**

The chart below shows the averaged scores for this section by type of responder, where 1 = never, 2 = very occasionally, 3 = sometimes, 4 = often and 5 = very often.
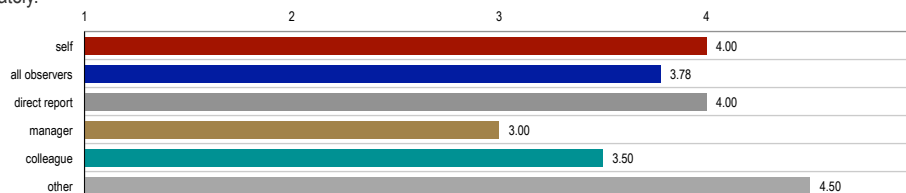
	never	very occasionally	sometimes	often	very often
	1	2	3	4	5
self				3.50	
all observers				4.17	
direct report					4.67
manager				3.50	
colleague				3.75	
other					4.83

The charts below show the averaged responses for each question.

I stand back and reflect on situations.

	1	2	3	4	5
self			3.00		
all observers			3.78		
direct report				4.00	
manager				4.00	
colleague			3.25		
other				4.50	

I analyse situations accurately.

	1	2	3	4	5
self				4.00	
all observers			3.78		
direct report				4.00	
manager			3.00		
colleague			3.50		
other				4.50	

I listen carefully to a range of views

	1	2	3	4	5
self				4.00	
all observers				4.33	
direct report					5.00
manager			3.00		
colleague				4.00	
other					5.00

I am willing to explore views which contradict my own thinking.

	1	2	3	4	5
self				4.00	
all observers				4.22	
direct report					5.00
manager			3.00		
colleague			3.75		
other					5.00
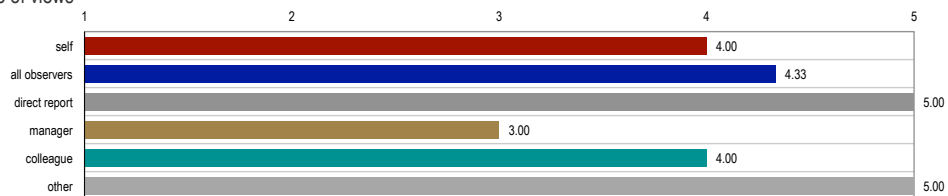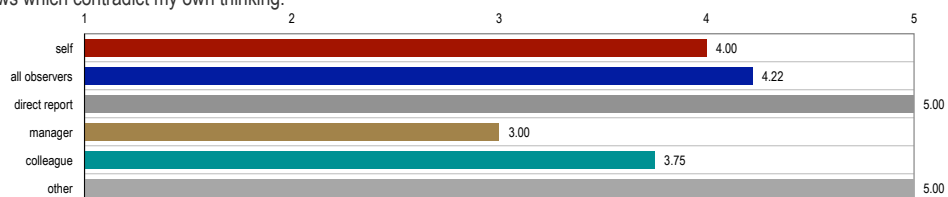
leadership action checklist

I turn ideas and thinking into action.

1	2	3	4	5

- self — 3.00
- all observers — 4.44
- direct report — 5.00
- manager — 4.00
- colleague — 4.00
- other — 5.00

I act decisively.

1	2	3	4	5

- self — 3.00
- all observers — 4.44
- direct report — 5.00
- manager — 4.00
- colleague — 4.00
- other — 5.00

• time
How much time do you currently devote to activity relating to this section?

-2	-1	0	1	2

- self — 2.00 / 1.00
- all observers
- direct report
- manager
- colleague
- other

• changes
How much change is needed in relation to this section?

1	2	3	4	5

- self — 4.00
- all observers — 1.89
- direct report — 1.00
- manager — 4.00
- colleague — 1.75
- other — 2.00

• data

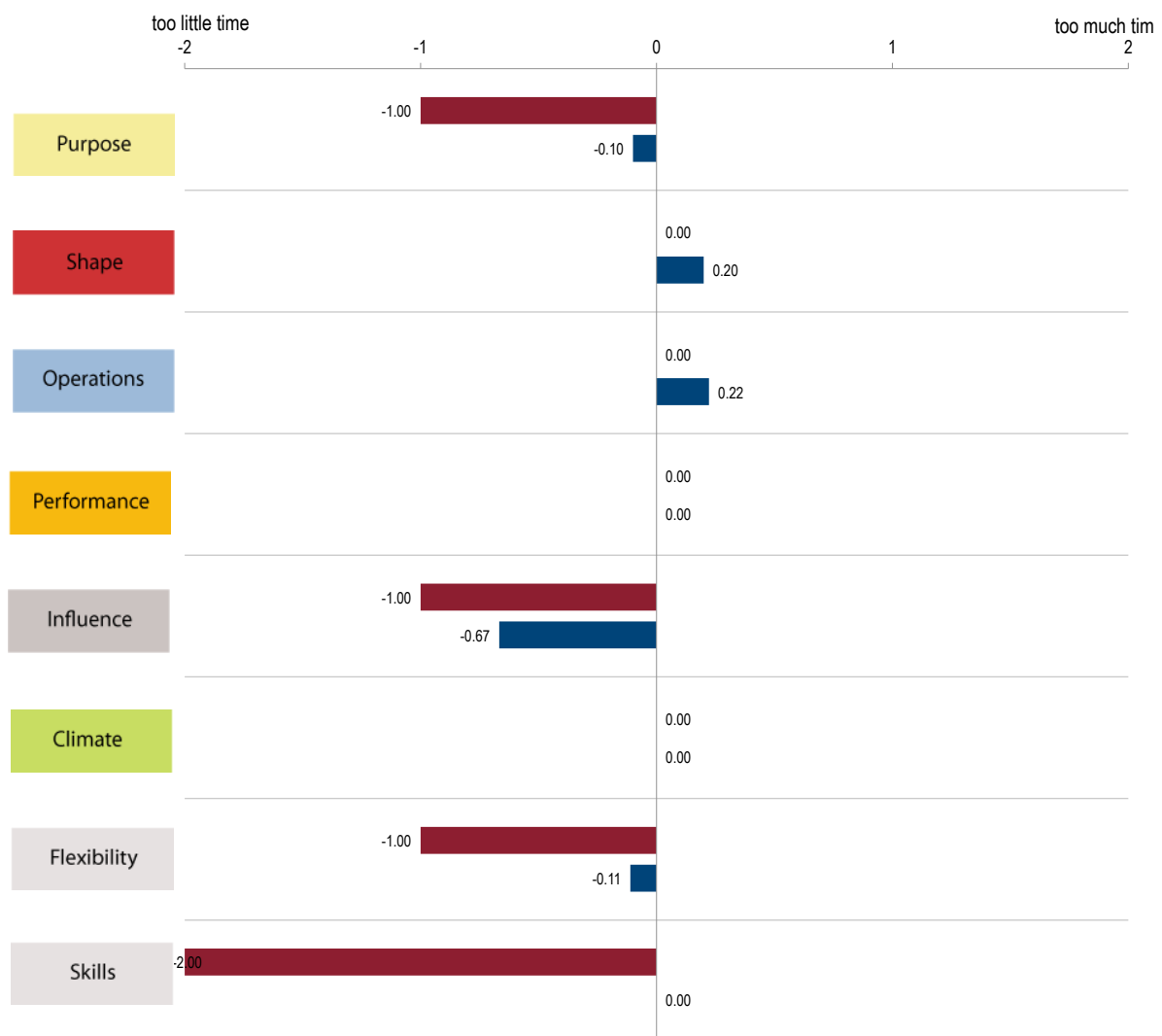|	Self	All obs			Dir rpts			Manager			Coll / peer			Other		
		ave	min	max	ave	min	max	ave	min	max	ave	min	max	ave	min	max
I stand back and reflect on situations.	3.00	3.78	2	5	4.00	3	5	4.00	4	4	3.25	2	4	4.50	4	5
I analyse situations accurately.	4.00	3.78	3	5	4.00	3	5	3.00	3	3	3.50	3	4	4.50	4	5
I listen carefully to a range of views	4.00	4.33	3	5	5.00	5	5	3.00	3	3	4.00	4	4	5.00	5	5
I am willing to explore views which contradict my own thinking.	4.00	4.22	3	5	5.00	5	5	3.00	3	3	3.75	3	4	5.00	5	5
I turn ideas and thinking into action.	3.00	4.44	3	5	5.00	5	5	4.00	4	4	4.00	3	5	5.00	5	5
I act decisively.	3.00	4.44	3	5	5.00	5	5	4.00	4	4	4.00	3	5	5.00	5	5
How much time do you currently devote to activity relating to this section?	1.00	3.00	3	3	3.00	3	3	3.00	3	3	3.00	3	3	3.00	3	3
How much change is needed in relation to this section?	4.00	1.89	1	4	1.00	1	1	4.00	4	4	1.75	1	2	2.00	1	3

leadership action checklist
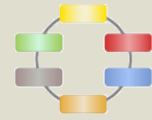
Leadership Action Checklist 360 report for Jane Smith

part three • section one • time

This section is summary of the time you currently devote to each area of the leadership action checklist.

The chart below shows the scores for each area - your own score is in red and the average of your observer scores is in blue.

	too little time					too much tim
	-2	-1	0	1		2

Purpose
-1.00
-0.10

Shape
0.00
0.20

Operations
0.00
0.22

Performance
0.00
0.00

Influence
-1.00
-0.67

Climate
0.00
0.00

Flexibility
-1.00
-0.11

Skills
-2.00
0.00

leadership action checklist

Leadership Action Checklist 360 report for

part three • section two • change

This section is summary of the level of change needed in each area of the leadership action checklist.

The chart below shows the scores for each area - your own score is in red and the average of your observer scores is in blue.
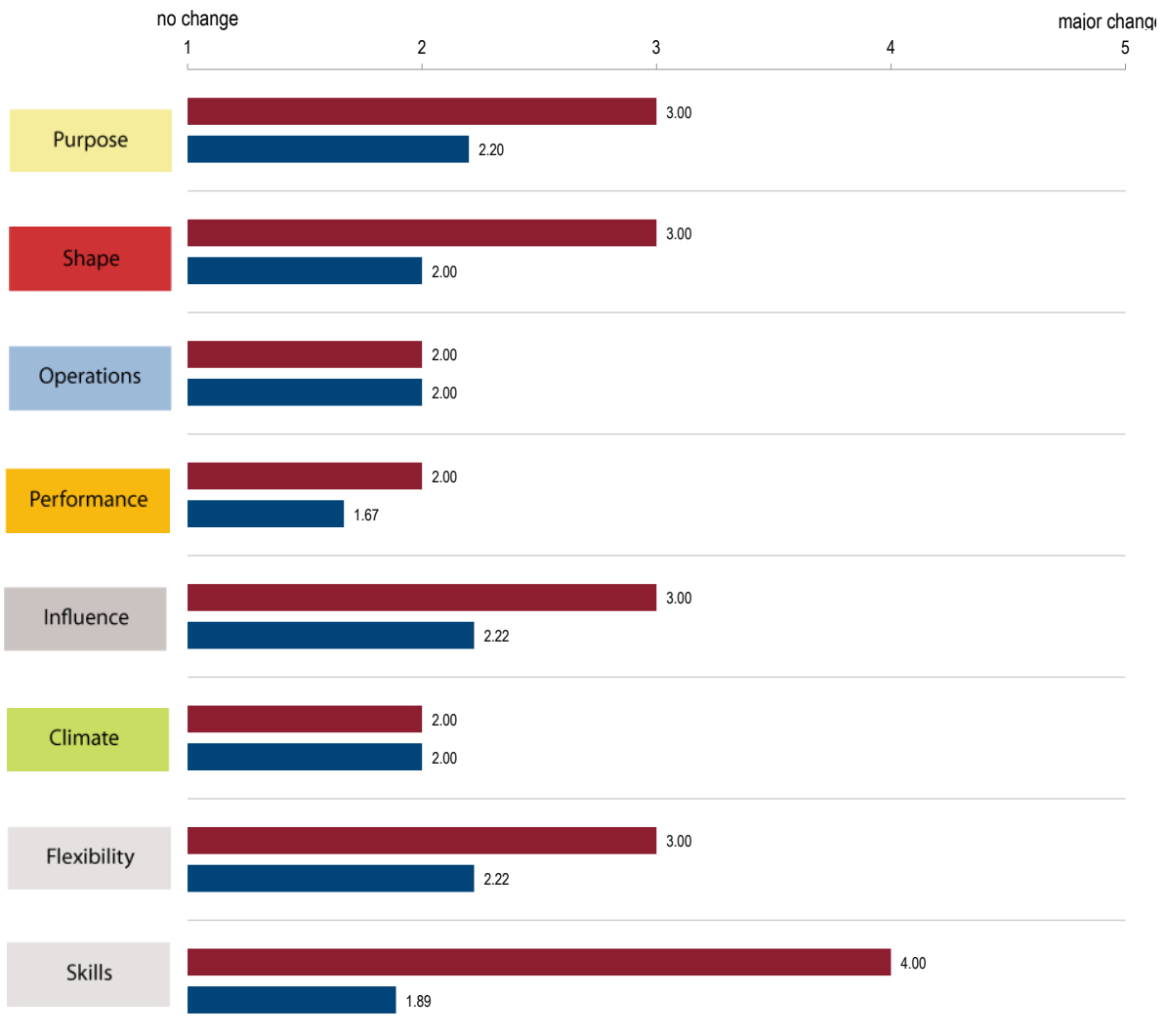
	no change				major change
	1	2	3	4	5

Purpose
- 3.00
- 2.20

Shape
- 3.00
- 2.00

Operations
- 2.00
- 2.00

Performance
- 2.00
- 1.67

Influence
- 3.00
- 2.22

Climate
- 2.00
- 2.00

Flexibility
- 3.00
- 2.22

Skills
- 4.00
- 1.89

Leadership Action Checklist 360 report for Jane Smith

part four • scatter chart

The chart below gives a visual representation of your scores and helps you to decide where your development areas lie.

It shows your own scores on the vertical axis and your average observer score on the horizontal axis. The closer your points are to the diagonal line, the closer your self perception is to your observers perceptions. The points nearest the bottom left hand corner represent lower scores by you and your observers. Those areas are potentially the ones that you need to develop the most.
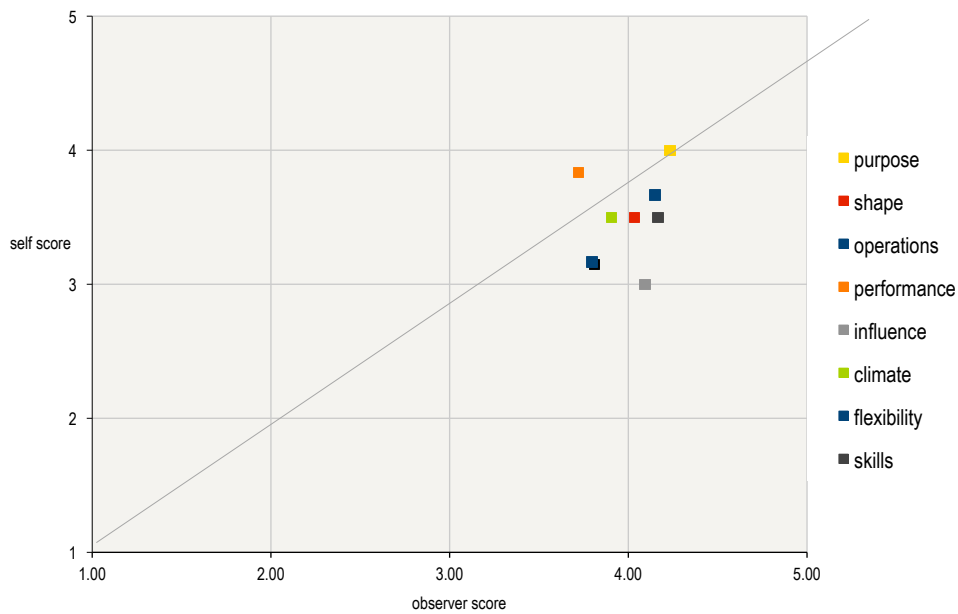
The table below shows the averaged responses by area

	Self	Observers
Purpose	4.00	4.23
Shape	3.50	4.03
Operations	3.67	4.15
Performance	3.83	3.72
Influence	3.00	4.09
Climate	3.50	3.91
Flexibility	3.17	3.80
Skills	3.50	4.17

Leadership Action Checklist 360 report for Jane Smith

part five • comments

This section contains the comments that you and your observers entered in the questionnaire.

section 1 • purpose

The comments that you made
I need to develop a better understanding of areas of work that don't necessarily relate specifically to my/my team's work so that I have am able to give a more rounded response to any questions that relate to the overall Business Strategy

The comments that your observers made
I think Jane finds this easier to see how the marketing strategy is aligned with the higher purpose now that we have a clear strategy.   I think Jane is great at helping her team to feel aligned. I'm not sure how comfortable she would be communicating the bigger picture to the wider business.

To understand what challenges people in other functions face to be able to engage them more in marketing activities

I see Jane being very successful in providing direction for her team - confident, efficient and structured. I value her input and challenges when working in our our team of peers - sometimes I think she might be holding back or delaying in expressing a view. I would like her to be confident in expressing herself in this group - to say what she thinks as she thinks it. Jane's views relating to providing direction and process are particularly important.

A more strategic focus that prompts others to be more concerned about our purpose, to help share market intelligence to assist shaping this purpose.

Not through Jane's own doing I feel her global focus is only a small amount of her time allowed and to some extent is not always on board with the global strategic elements. This is due to not being included in global strategy discussion beyond marketing inputs at GLT/CM meetings. this leads to some "off target" conversations through no fault of Jane's It needs to be clearer who Jane takes the lead from DW? SC? GLT? CM's?

I think Jane is brilliant at creating a sense of direction and purpose within the marketing team. She has done this through creating a really coherent sales and marketing strategy, which we have never had before.

section 2 • shape

The comments that you made
I'm not sure I totally understand the questions but I feel I am quite effective in this area with regards to my team/department but feel I could improve in terms of being more involved in developing the right structures, systems and processes which apply to the wider organisation.

The comments that your observers made
I really value Jane's interest in process/systems and her ability to provide structure. Again I would encourage her to keep expressing views in her peer group.

Don't have answers to the above questions as don't have enough experience of how Jane works with her team - hence scoring middle box throughout!

Pretty good all round

I realise that in Jane's role as part of the Leadership Team she does a lot of work on structure and systems. I feel the results of it and I feel the benefits within the team although I rarely actually observe her doing this.

In all my time at Acme we have never had a joint Sales and Marketing strategy. Jane has made this happen. It is making a profound difference to the way I work, my team works and how the departments are working together. I have seen Jane patiently explain why this strategy was needed and how effective implementation will make a difference. Her confidence and clarity in the process drove the process and made people sit up and listen. I truly believe without her leadership we would still be working in silos.

section 3 • operations

The comments that you made

I sometimes get easily involved in more detailed activity that whilst perhaps more interesting or 'easier' to do, may not be the best use of my time. Being more rigorous with decisions to get involved in certain pieces of activity may help me avoid this.   I sometimes want to protect others from having to do jobs that I wouldn't want to do so where I should probably delegate I sometimes hang on.

The comments that your observers made

I don't see Jane enough on a daily basis to observe her involvement and comment on whether it's enough, too much or too little.

I dont have direct contact with Jane in the day to day running of her team, so it's hard to comment on specific behaviours and time allocation. However I see a happy, hard-working and well-connected team around her. It's clear that the provision of adequate/appropriate resources and support for her people are very important to Jane.

I have limited experience to inform me, but impression of great mix of competence/confidence in function with high self-motivation and pragmatic 'get it done' approach.

I think Jane ends up doing to much operational stuff and not enough strategic, not her fault it seems to me, business needs to release her time

Jane has a brilliant handle on everything that is happening within the marketing team. She is excellent at making sure nothing gets missed. I understand that being involved in everything helps her to stay in control but I think we could help her more if she delegated.

Jane is my favourite manager of all time. She has the ability to manage her team to match what we need, which let me tell you is quite something for us! From a big picture perspective to close detail help - we make some very different demands. If you want me to nitpick - then I could say that on occasion she could delegate more. She does try to protect us from the stuff we might not love to do, but we would, could and should!

section 4 • performance

The comments that you made

I feel I should invest more time in having individual 1:1s. We are a close-knit team and are often in the office together every day. This enables me to monitor day to day activity and levels of stress/workload etc more easily/openly. Though I feel strongly that this shouldn't replace a more individual and personal approach to feedback, challenge, praise etc.

The comments that your observers made

Again - I have limited opportunity to observe specific behaviours relating to the management of her team, but I do see the results. Her people are interested and well connected to the startegic aims of the business and clear on their personal and team responsibilities. Where have seen Jane confront poor performance or deliver feedback (within our peer group) I have been very impressed with her ability to be clear and constructive.

Again I have limited experience of this, so checked all the middle boxes.

Hard one to call as I don't know how much time Jane dedicates to this so beware scores here it is a gut feel

I think Jane has a real talent for this. I have seen her completely change the roles within the marketing department to play on the strengths within the team and to align them with the strategy. I have marked 'never observed' on the challenging poor performance as I have not ever observed it. I am sure if she has ever had to do this in her role then it would of been done privately anyway.