

360° LEADERSHIP PROFILE

This report helps you understand how people around you view your leadership efforts. It describes your associates' perceptions of your style and effectiveness as a leader.

Company : Personal Mastery Programs

Coach: Evan Anderson

SAMPLE

SAMPLE

Subject : Michael Bell

Date : June 2011

SUMMARY

A summary of ratings and comments people use to describe your leadership approach

Michael Bell sees himself using a well-balanced, Team Leader, management style in the vast majority of his leadership activities. As a Team Leader, he will make himself available to listen and respond to the individual needs of team members, while still emphasizing the importance of getting things done. In most instances, he sees himself maintaining a good balance between efficient task-management and supportive people-management. On a few occasions, he does see himself as a Bench Sitter who does not play an active leadership role. He believes his "vision" and his effectiveness in "goal-setting" are primary strengths that help him succeed as a leader. He thinks his skill in "team-building" and "people development" are primary strengths. He also understands the importance of being "confidential," when appropriate. He takes pride in being an "inspirational motivator" and a "change agent." He does believe he could accomplish more in a leadership role by creating more "structure" in terms of "gathering details, planning" and displaying consistent "follow-through." He thinks he can enhance his effectiveness as a leader through a greater focus on "organization" and "process management."

Mr. Bell's team members see him using a well-balanced, Team Leader, approach as his primary leadership strategy. He is seen as a "strategic thinker" and a "visionary," who is "very creative" and "able to see the big picture." He is described as a "strong marketing mind" who "can see the end result and effectively direct people to get there." Associates report, "Michael is an inspirational leader who secures buy-in from his coworkers and subordinates." He is seen as "an excellent judge of talent" who has a "native instinct or intuition about people and circumstances." People believe he is a "good delegator" who "takes pleasure in seeing others grow." Team members indicate he "doesn't feel threatened," because he is "not worried about himself" and "cares about people not stuff." He is noted for being a "strong communicator" and an "excellent speaker" with "strong people skills." He is complimented for the way he "works very well with all kinds of people,"

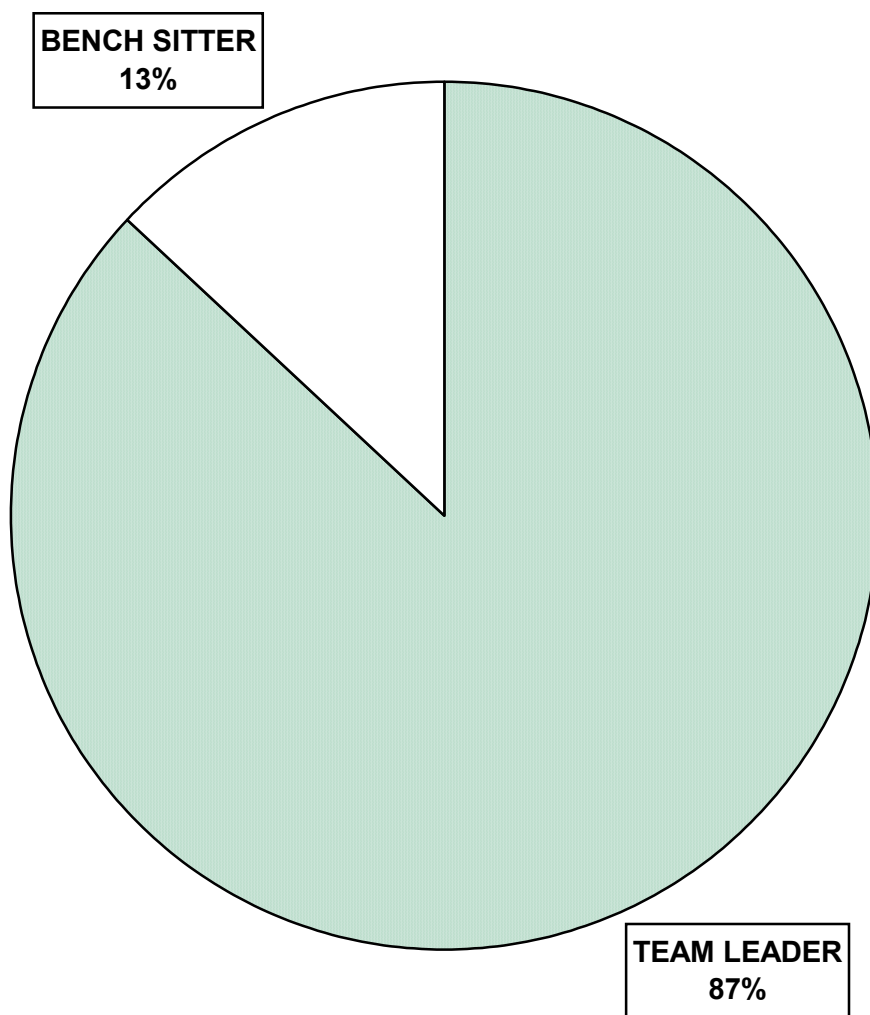
and participants appreciate how he "listens, supports, encourages and facilitates the contributions of others to the whole." He is seen as an "optimistic" person who thinks the "cup is always half full," and he is known for the way "he brings fun to the job and a positive outlook." He is known for his "strong people skills and natural charisma" as well as for his "passion" and his "deep, genuine care for others." He is seen as "humble" and "self-effacing," and people believe he has a "caring heart" and "considers others' needs before his own." He is admired for his "integrity, values and ethics" and for being "consistent and fair" in his dealing with others.

Some associates think Mr. Bell "needs to be more involved in the detail of issues critical to the business," indicating "it's okay to view things at 50,000 feet, but occasionally he needs to get into the nitty-gritty of the business at hand." Team members would like him to improve his "ability to focus on a project," reporting, "Michael has many projects underway at once, and this makes it difficult to monitor and maintain focus." People suggest, "More study and emphasis on the facts supporting his intuition and instinct" and more of an effort to "prioritize his creative energy." Some want him to "listen without perceiving or assuming" and avoid "negatively judging people if they don't have the same opinion." Others believe, "Michael occasionally judges the world by a narrow lens," and he should be careful about "judging others he is trying to lead by solely referencing his own situation and his own experiences." Participants believe, "he does need detail-oriented people around him, because he will never pay too much attention to the "weeds," so he needs people around him who will watch his back." Some think, "He is truly benevolent and doesn't see the impure motives or ambitions of others."

LEADERSHIP PROFILE

An evaluation of how people see your style and effectiveness as a leader.

You see yourself as...



Team Leader – Maintains a balance between efficient task-management and sensitive people-management

Task Master – Focuses on managing tasks effectively with little time spent on people-management issues

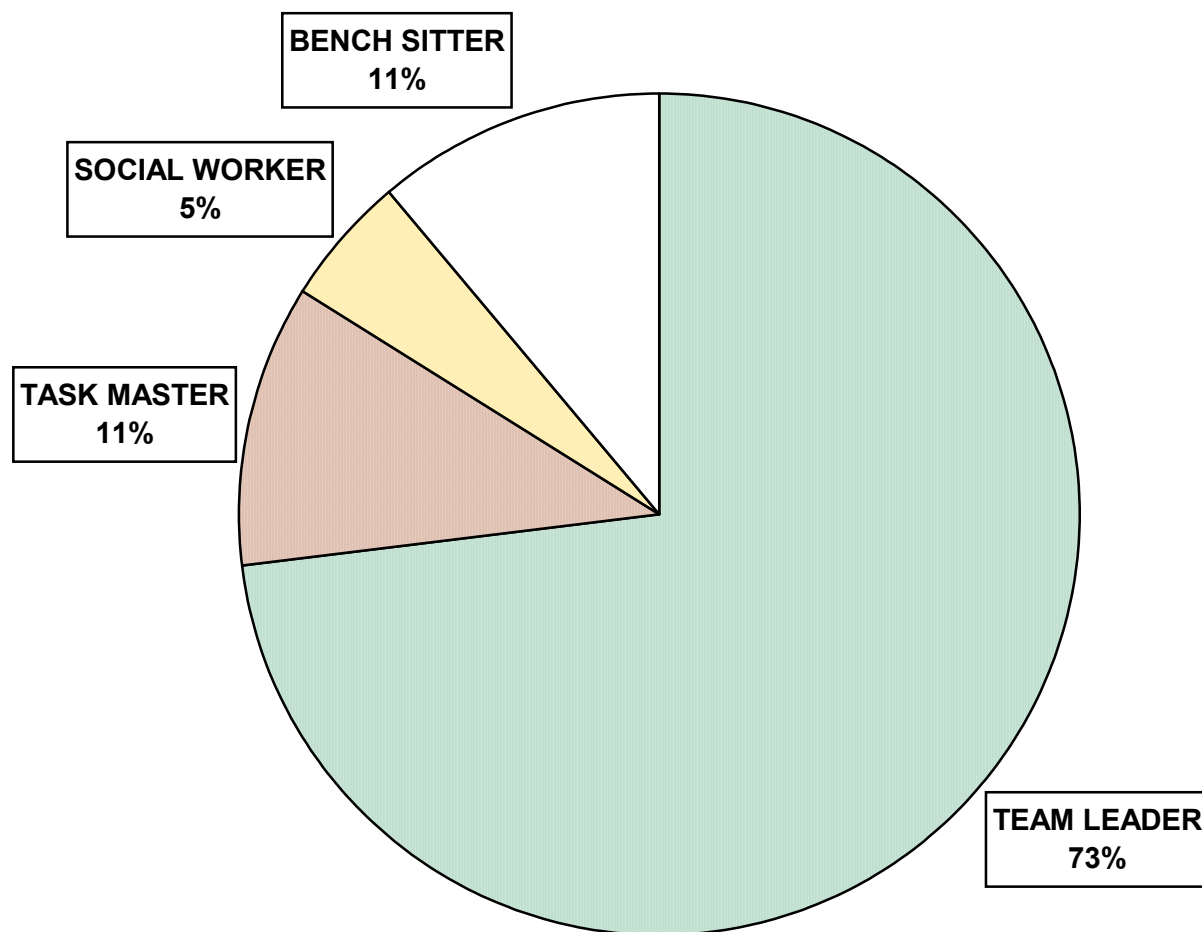
Social Worker – Attends to the needs of others but places little emphasis on efficient task-management

Bench Sitter – Does not play a leading role in handling task-management or people-management activities

LEADERSHIP PROFILE

An evaluation of how people see your style and effectiveness as a leader.

Your team members see you as...



Team Leader – Maintains a balance between efficient task-management and sensitive people-management

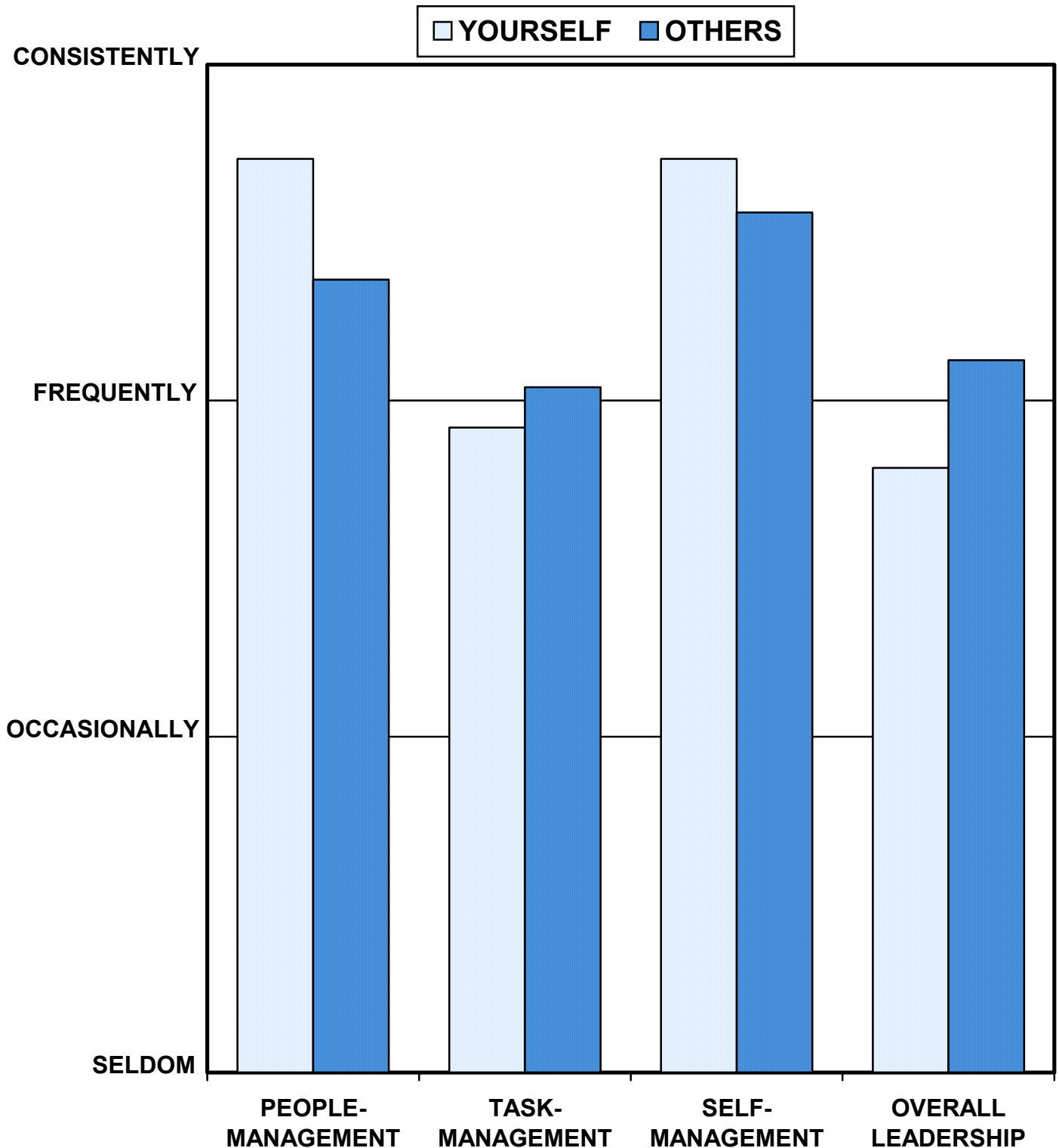
Task Master – Focuses on managing tasks effectively with little time spent on people-management issues

Social Worker – Attends to the needs of others but places little emphasis on efficient task-management

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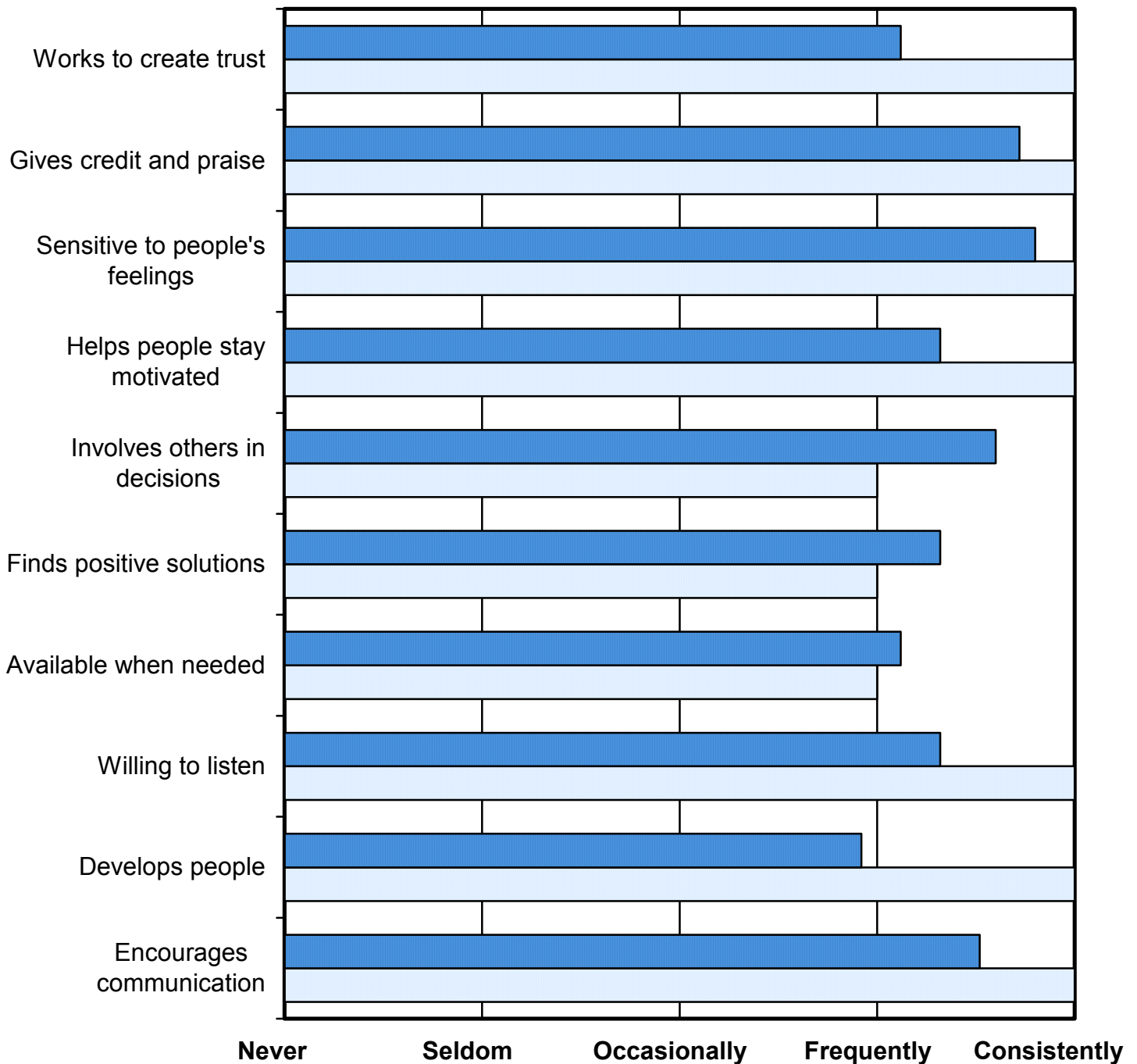
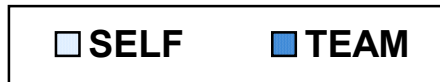
How often people see you as effective in handling leadership responsibilities



LEADERSHIP PROFILE

How often people see you as effective in handling leadership responsibilities

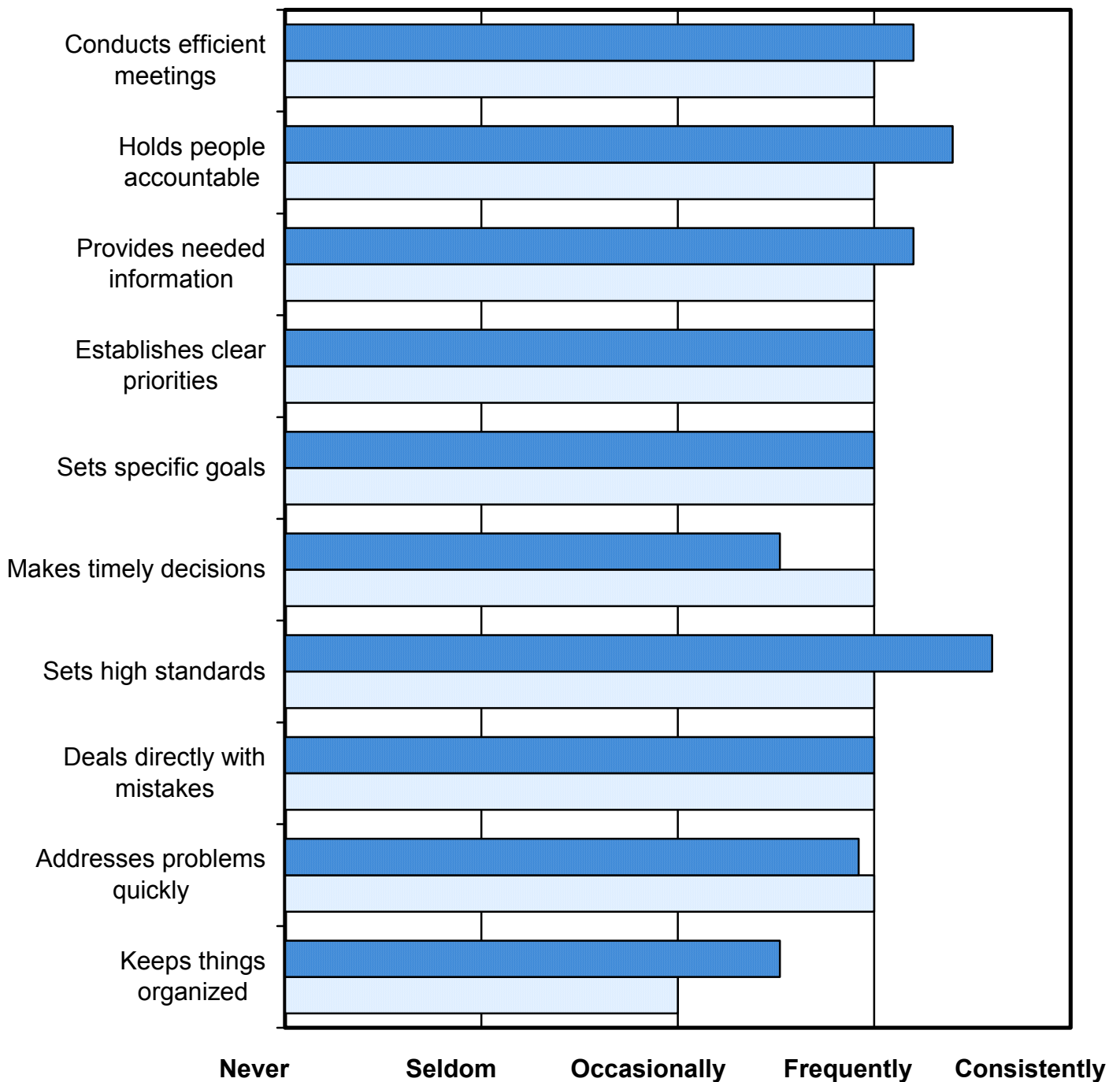
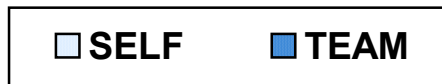
PEOPLE-MANAGEMENT



LEADERSHIP PROFILE

How often people see you as effective in handling leadership responsibilities

TASK-MANAGEMENT



LEADERSHIP PROFILE

How often people see you as effective in managing your own activities

SELF-MANAGEMENT

