



Spectra Coaching
LEADERSHIP DEVELOPMENT CONSULTANCY

Leadership Reflector 360°

Assessment Results

Witt Sparks

Oct 29, 2024

Leadership Reflector 360

Introduction

This report provides feedback on 13 critical leadership competencies required for career success and effective performance in your job. This report compares your own self-perceptions to those of others who have provided you feedback on these important emotional intelligence competencies and behaviors.

Your report summarizes feedback from the following type and number of raters:

Role	Number of Raters
Manager	1
Team Member	2
Direct Report	1
Self	1

Leadership Reflector 360 Competencies

LEADING TEAMS

Fostering Inclusiveness/Psychological Safety (Encourages and values team members to share their ideas, suggestions, recommendations, and concerns; Models and promotes mutual respect, fairness, and equity to foster a sense of belonging).

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Facilitating Collaboration (Works closely and cooperatively with team members and co-workers to achieve shared goals; Seeks collaboration and avoids direct competition with others).

LEADING OTHERS

Influencing/Inspiring (Utilizes appropriate interpersonal styles and approaches in facilitating a group and project teams towards successful task achievement)

Strategic Problem Solving (Gathers and utilizes available information to understand and solve organizational issues and problems; Uses judgment and makes quality decisions in a timely fashion when required)

Developing/Coaching Others (Attracts, selects, and retains talent. Effectively coaches, trains, and develops others).

Drives Change/Innovation (Explores new possibilities, and builds new approaches; Drives innovation and change; Creates and inspires new and innovative ideas, processes, and procedures)

Drives Performance and Results (Focuses on bottom-line results and achievement of goals. Sets and pursues aggressive business goals. Monitors and addresses team and organizational performance issues).

Communicating Effectively (Seeks to understand others by active listening; Communicates in a clear and persuasive manner)

LEADING SELF

Integrity/Candor (Acts with courage; Confronts difficult issues and takes constructive and responsible action; Acts with integrity; Displays honesty and candor)

Authenticity/Humility (Accepts responsibility for decisions and mistakes; Shares shortcomings, development areas, and mistakes/errors; Considers and adopts the ideas and opinions of others when their solutions are better)

Resilience/Adaptability (Maintains well-being and performance under pressure and stress; Effectively copes with ambiguity and change in a constructive manner; Bounces back and thrives from work/life adversity and challenge).

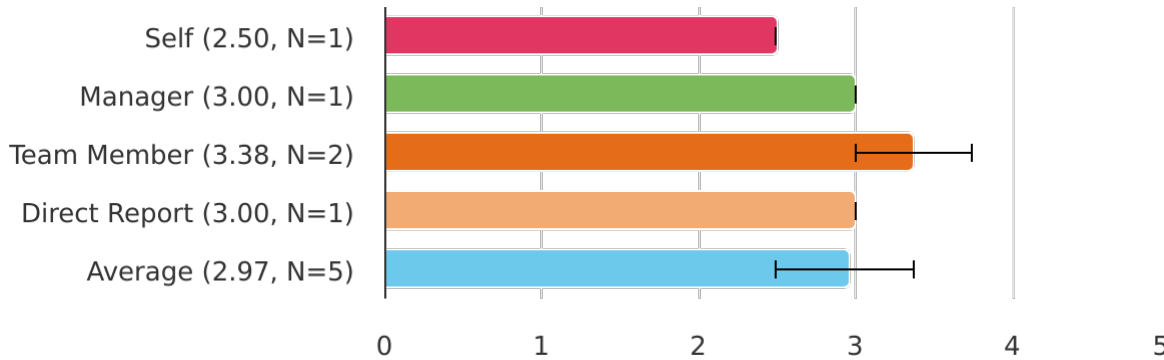
Self-Development (Manage one's own time, energy; Seeks continuous personal/career growth; Proactively seeks, acts, and learns from feedback given to them by others)

Response Scale

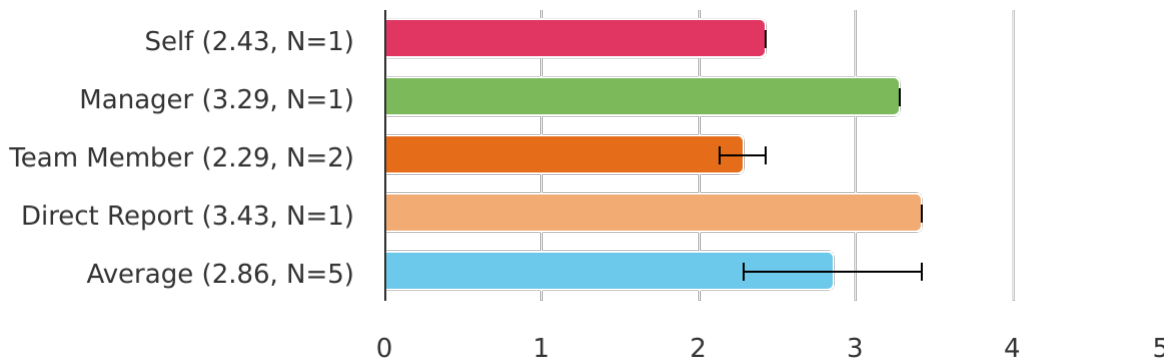
- 1 = Almost Never
- 2 = Seldom
- 3 = Sometimes
- 4 = Usually
- 5 = Almost Always

Results by Competency

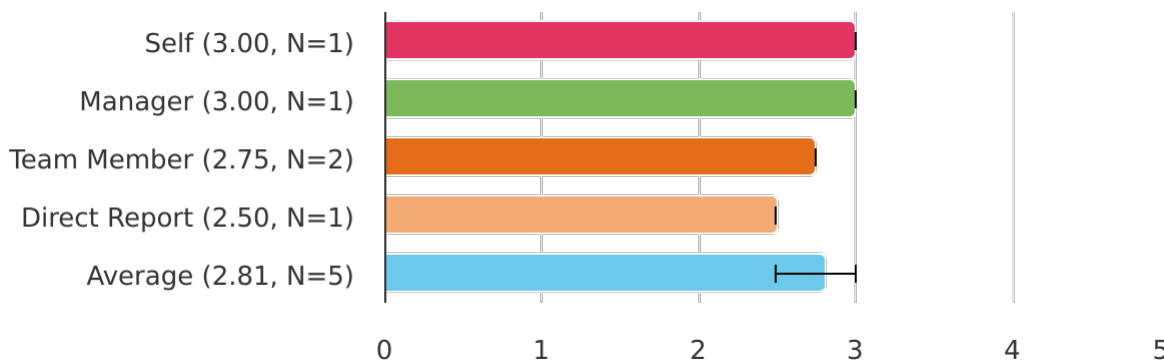
Integrity/Candor



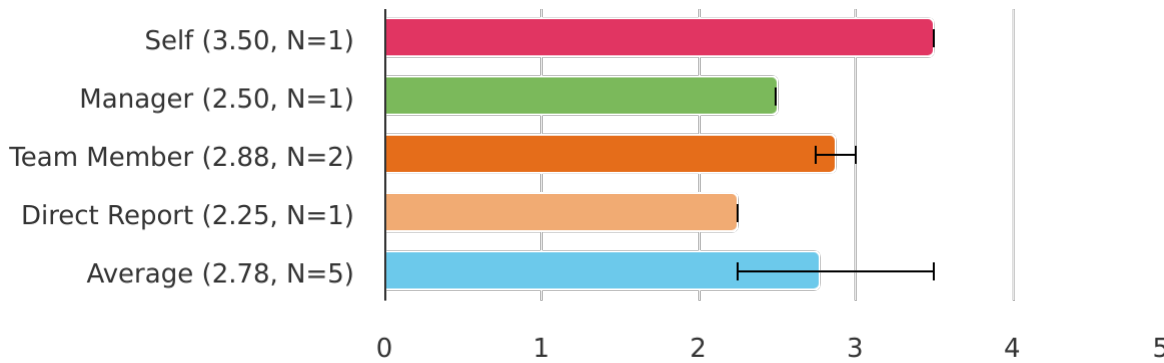
Fostering Psychological Safety



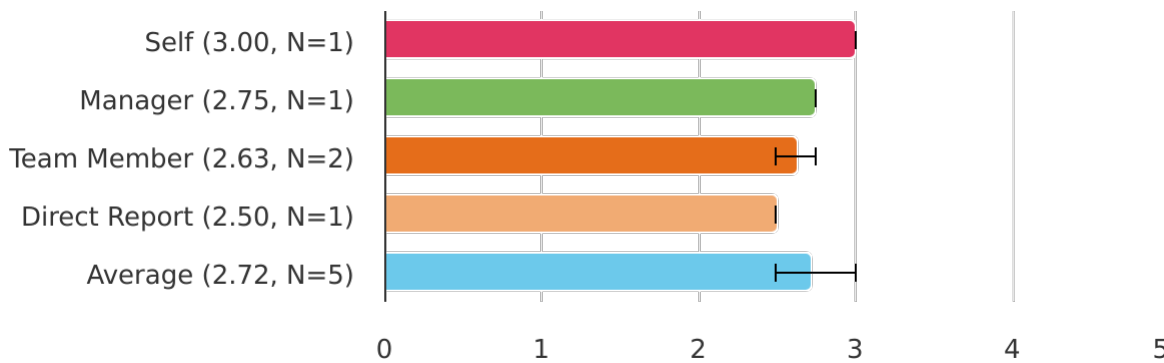
Drives Change/Innovation



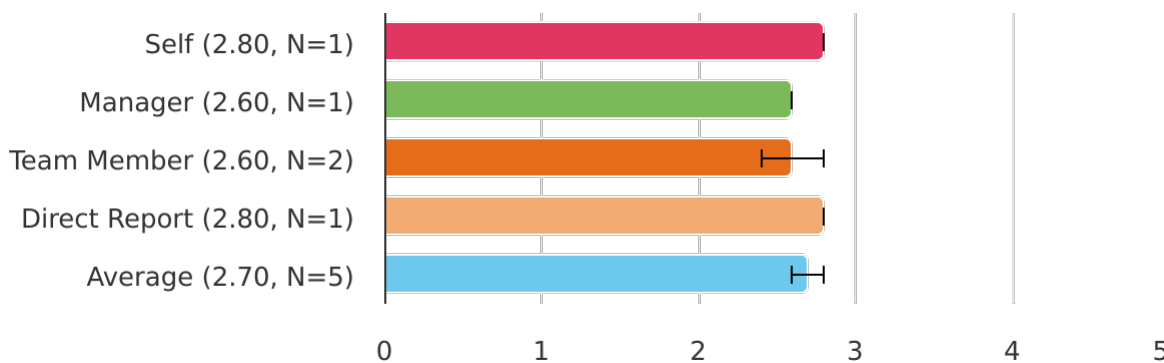
Authenticity/Humility



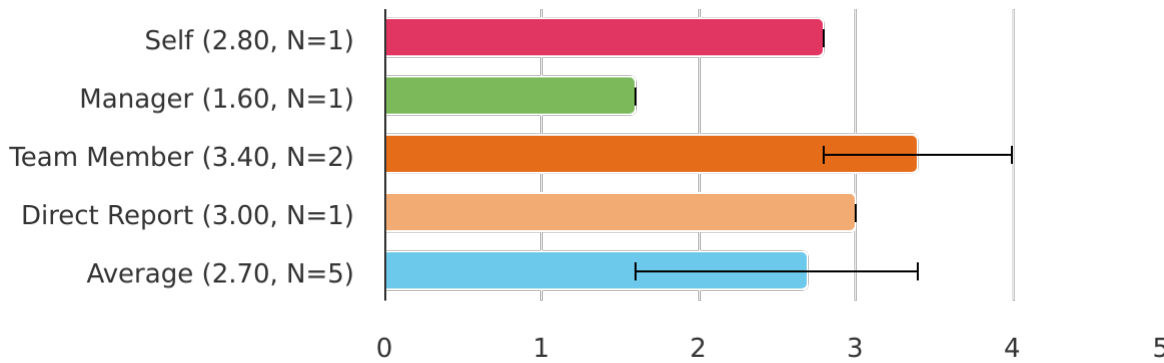
Fostering Belonging/Inclusiveness



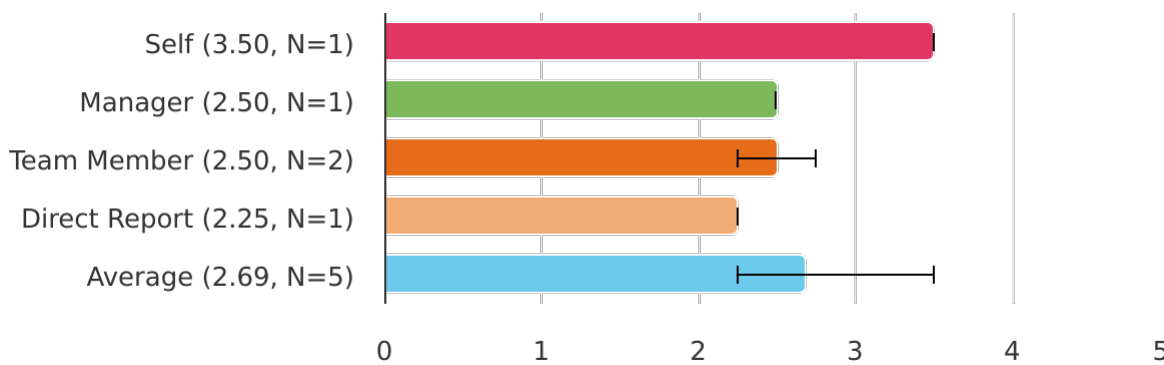
Drives Performance and Results



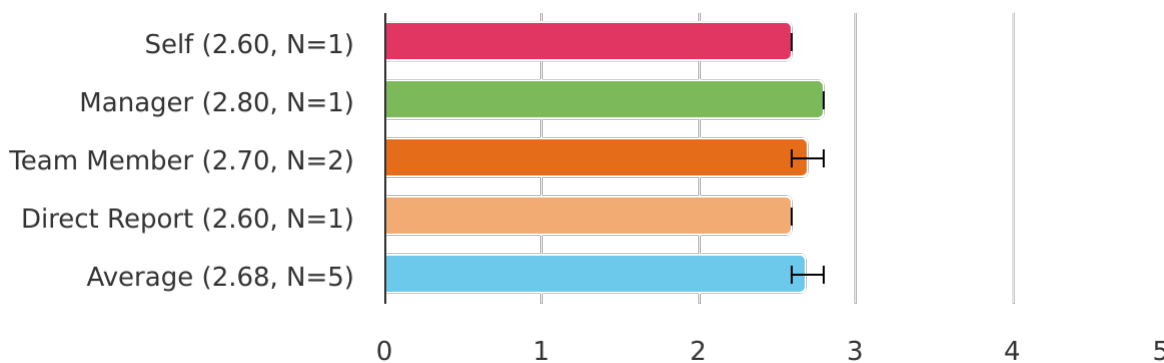
Resilience/Adaptability



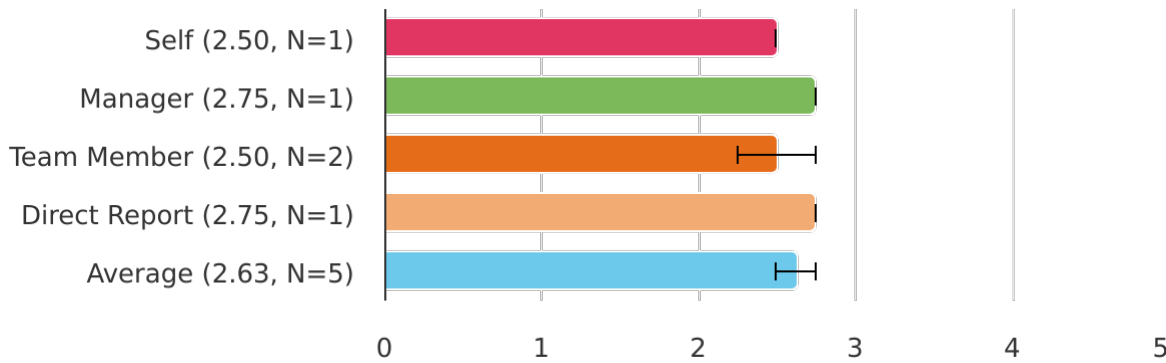
Developing/Coaching Others



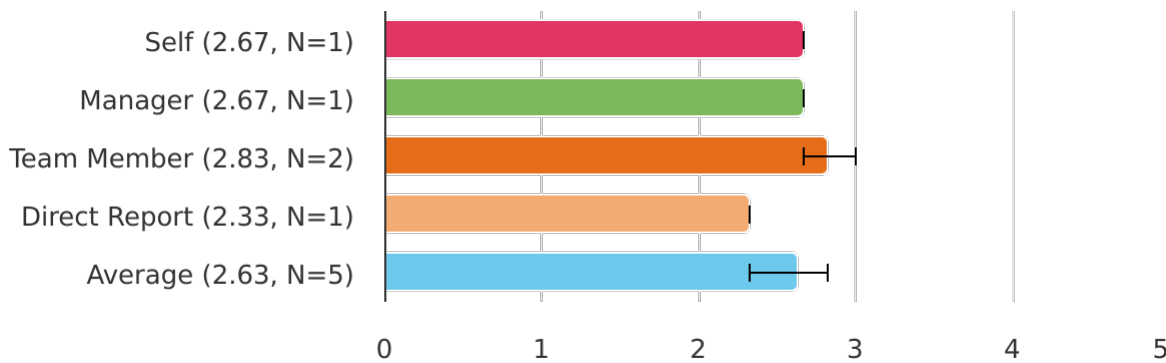
Communicating Effectively



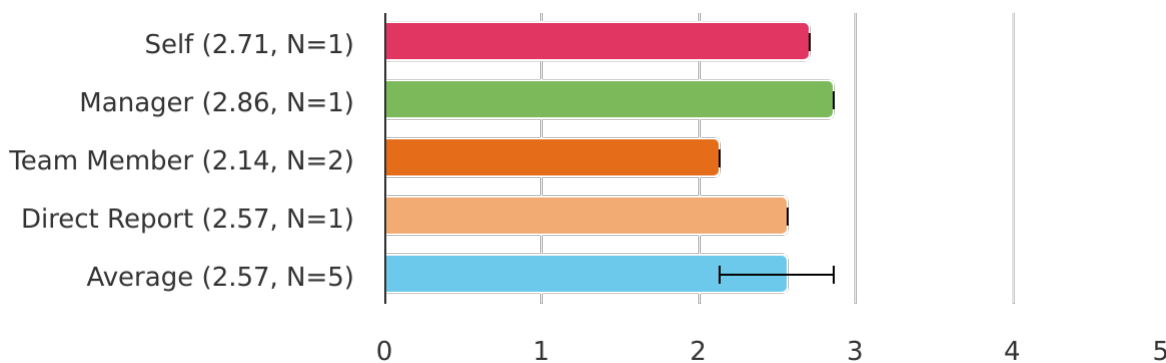
Strategic Problem Solving



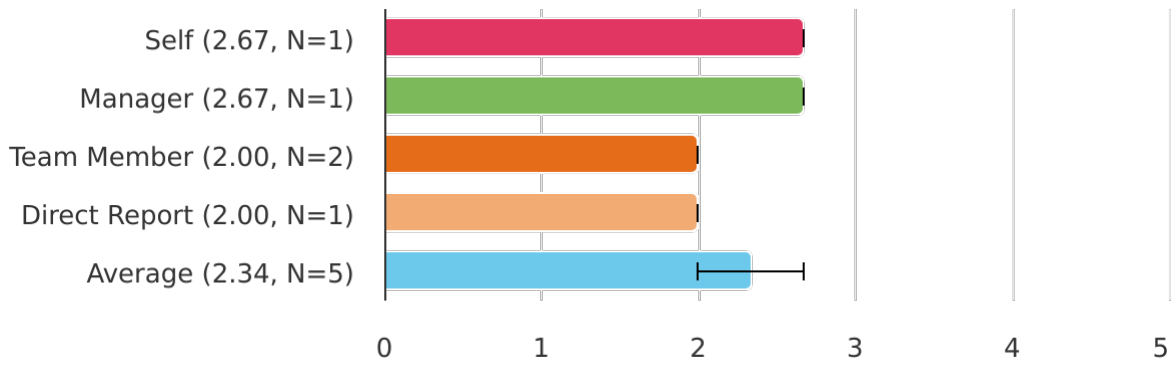
Self-Development



Facilitating Collaboration



Influencing/Inspiring



Most Frequent Score: All Others

The following 3 behaviors were identified by your respondents as your most frequently demonstrated behaviors by all raters. They are ranked so that the first item is perceived to be your most frequently demonstrated behavior.

Score		Behavior	Competency
Self	Others		
4	3.83	Supports employees in connecting their work assignments and tasks to the organization's mission, vision, and strategic goals.	Fostering Belonging/Inclusiveness
2	3.67	Trusts and empowers team members to make changes, implement decisions, and solve problems on their own.	Fostering Psychological Safety
3	3.33	Seeks, encourages, and supports diverse points of view to emerge in a manner that creates a psychologically safe personal, team, and organizational culture.	Fostering Psychological Safety

Least Frequent Score: All Others

The following 3 behaviors were identified by your respondents as your least frequently demonstrated behaviors by all raters. They are ranked so that the first item is perceived to be your least frequently demonstrated behavior

Score		Behavior	Competency
Self	Others		
3	1.33	Models and promotes mutual respect, fairness, and equity to foster a sense of belonging.	Fostering Belonging/Inclusiveness
4	1.50	Openly shares shortcomings, mistakes, failures, personal blind spots, limitations, knowledge gaps, and potential biases/privileges in interacting with others.	Authenticity/Humility
2	2.00	Adjusts to, learns from, and embraces change as necessary for solving issues, challenges, and problems.	Strategic Problem Solving

Most Frequent Score: Manager

Score		Behavior	Competency
Self	Others		
4	4.00	Conveys confidence in the skills and abilities of employees.	Developing/Coaching Others
2	4.00	Asks for feedback from their team on things that are working well and things that could be improved.	Facilitating Collaboration
2	4.00	Is decisive when unpleasant decisions must be made.	Strategic Problem Solving

Least Frequent Score: Manager

Score		Behavior	Competency
Self	Others		
3	1.00	Responds constructively to ambiguity, change, obstacles, and challenges.	Resilience/Adaptability
3	1.00	Demonstrates resilience, adaptability, positive emotions, and an optimistic outlook in the face of work/life adversity, challenge, and setbacks.	Resilience/Adaptability
4	1.00	Openly shares shortcomings, mistakes, failures, personal blind spots, limitations, knowledge gaps, and potential biases/privileges in interacting with others.	Authenticity/Humility

Most Frequent Score: Team Member

Score		Behavior	Competency
Self	Others		
3	4.00	Responds constructively to ambiguity, change, obstacles, and challenges.	Resilience/Adaptability
2	3.50	Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenges or threats.	Resilience/Adaptability
4	3.50	Listens for understanding when the opinions and views of others differ or contradict their own.	Authenticity/Humility

Least Frequent Score: Team Member

Score		Behavior	Competency
Self	Others		
2	1.00	Encourages team members to openly share information and ideas with each other.	Fostering Psychological Safety
3	1.00	Communicates and expresses ideas in a manner that commands presence, attention, respect, and successfully influences others to action.	Influencing/Inspiring
2	1.50	Notices negative or unsettling emotions in the team and acts to put the situation right.	Fostering Psychological Safety

Most Frequent Score: Direct Report

Score		Behavior	Competency
Self	Others		
3	5.00	Provides decisional control and autonomy to allow others to accomplish mutually agreed upon goals and meet performance standards.	Drives Performance and Results
2	5.00	Encourages team members to openly share information and ideas with each other.	Fostering Psychological Safety
3	4.00	Maintains an effective balance in commitments between work, family, and other personal life interests / pursuits.	Resilience/Adaptability

Least Frequent Score: Direct Report

Score		Behavior	Competency
Self	Others		
4	1.00	Conveys confidence in the skills and abilities of employees.	Developing/Coaching Others
3	1.00	Models and promotes mutual respect, fairness, and equity to foster a sense of belonging.	Fostering Belonging/Inclusiveness
2	2.00	Encourages others to express their views and listens with genuine interest even when ideas and opinions differ or contradict their own.	Authenticity/Humility

Questions	Self	Manager	Team Member	Direct Report	Average
Integrity/Candor	2.50	3.00	3.38	3.00	2.97
Provides honest, direct, and candid feedback to others.	3.00	3.00	3.00	3.00	3.00
Confronts and raises difficult/uncomfortable ethical, political, and interpersonal issues in the face of opposition and challenge.	3.00	3.00	3.50	3.00	3.13
Keeps commitments and maintains interpersonal confidences.	2.00	3.00	3.50	3.00	2.88
Behaves consistently, ethically, and fairly.	2.00	3.00	3.50	3.00	2.88
Fostering Psychological Safety	2.43	3.29	2.29	3.43	2.86
Seeks, encourages, and supports diverse points of view to emerge in a manner that creates a psychologically safe personal, team, and organizational culture.	3.00	3.00	3.00	4.00	3.25
Trusts and empowers team members to make changes, implement decisions, and solve problems on their own.	2.00	4.00	3.00	4.00	3.25
Notices negative or unsettling emotions in the team and acts to put the situation right.	2.00	3.00	1.50	3.00	2.38
Encourages team members to openly share information and ideas with each other.	2.00	4.00	1.00	5.00	3.00
Establishes a culture of trust and inclusivity where everyone has a voice, is valued for their contributions, and feels a sense of belonging.	3.00	3.00	2.50	2.00	2.63
Develops cooperation rather than competition among employees, groups, and work teams.	3.00	3.00	2.50	3.00	2.88
Creates consensus around team and organizational goals and inspires and motivates others to work hard and be productive.	2.00	3.00	2.50	3.00	2.63
Drives Change/Innovation	3.00	3.00	2.75	2.50	2.81
Proposes new ideas and solutions to improve upon team, departmental, and organisational systems, policies, procedures, and techniques.	3.00	2.00	3.00	2.00	2.50
Creates an environment that inspires and supports fresh thinking, risk taking, change, innovation, creativity, and challenging the status quo within project teams.	3.00	4.00	2.50	3.00	3.13
Seeks input and involves others, not just those within their closest circle, in decision-making, planning, and problem-solving to drive change initiatives.	3.00	3.00	2.50	2.00	2.63
Positively communicates the “why” behind change initiatives including what it means for the team and those they serve.	3.00	3.00	3.00	3.00	3.00
Authenticity/Humility	3.50	2.50	2.88	2.25	2.78
Exhibits humbleness, humility, genuineness, and authenticity in interactions with all employees.	4.00	2.00	3.50	3.00	3.13
Encourages others to express their views and listens with genuine interest even when ideas and opinions differ or contradict their own.	2.00	4.00	3.00	2.00	2.75
Listens for understanding when the opinions and views of others differ or contradict their own.	4.00	3.00	3.50	2.00	3.13

Questions	Self	Manager	Team Member	Direct Report	Average
Openly shares shortcomings, mistakes, failures, personal blind spots, limitations, knowledge gaps, and potential biases/privileges in interacting with others.	4.00	1.00	1.50	2.00	2.13
Fostering Belonging/Inclusiveness	3.00	2.75	2.63	2.50	2.72
Models and promotes mutual respect, fairness, and equity to foster a sense of belonging.	3.00	1.00	2.00	1.00	1.75
Treats everyone fairly, equally, and with civility regardless of gender, age, race, culture, and other differences.	3.00	3.00	3.00	2.00	2.75
Establishes a culture of inclusivity where everyone can be heard, is valued for their contributions, and feels a sense of belonging.	2.00	3.00	2.00	3.00	2.50
Supports employees in connecting their work assignments and tasks to the organization's mission, vision, and strategic goals.	4.00	4.00	3.50	4.00	3.88
Drives Performance and Results	2.80	2.60	2.60	2.80	2.70
Holds team members accountable for implementing decisions and solutions that have been made in an inclusive manner.	3.00	3.00	2.50	2.00	2.63
Empowers others and provides necessary resources to ensure completion of delegated tasks, assignments, and projects.	3.00	3.00	3.00	2.00	2.75
Mutually agrees upon key performance standards and holds others accountable for results.	2.00	3.00	2.50	3.00	2.63
Provides employees with on-going feedback about work progress and constructively confronts performance issues in a timely manner.	3.00	2.00	3.00	2.00	2.50
Provides decisional control and autonomy to allow others to accomplish mutually agreed upon goals and meet performance standards.	3.00	2.00	2.00	5.00	3.00
Resilience/Adaptability	2.80	1.60	3.40	3.00	2.70
Maintains emotional control, civility, and patience towards others when experiencing pressure, overload, deadlines, and stress.	3.00	2.00	3.00	2.00	2.50
Demonstrates resilience, adaptability, positive emotions, and an optimistic outlook in the face of work/life adversity, challenge, and setbacks.	3.00	1.00	3.00	3.00	2.50
Responds constructively to ambiguity, change, obstacles, and challenges.	3.00	1.00	4.00	3.00	2.75
Maintains an effective balance in commitments between work, family, and other personal life interests / pursuits.	3.00	2.00	3.50	4.00	3.13
Maintains poise, composure, patience, and control of behaviors in the face of interpersonal challenges or threats.	2.00	2.00	3.50	3.00	2.63
Developing/Coaching Others	3.50	2.50	2.50	2.25	2.69
Fosters learning, professional, and career development of others by providing feedback, guidance, mentoring, and support.	4.00	2.00	3.00	2.00	2.75
Takes the time to get to know employees as individuals and understand their personal and career aspirations.	2.00	2.00	3.00	3.00	2.50
Conveys confidence in the skills and abilities of employees.	4.00	4.00	2.50	1.00	2.88

Questions	Self	Manager	Team Member	Direct Report	Average
Provides candid, direct, and truthful feedback to talent about their signature strengths, development areas, and future growth potential.	4.00	2.00	1.50	3.00	2.63
Communicating Effectively	2.60	2.80	2.70	2.60	2.68
Expresses views in a way that is sensitive to the feelings of others.	2.00	2.00	2.50	2.00	2.13
Expresses thoughts and ideas in a clear and persuasive manner.	3.00	3.00	2.50	2.00	2.63
Actively listens to others without interrupting and before sharing one's own point of view.	3.00	3.00	3.00	3.00	3.00
Listens respectfully to the views, suggestions, and experiences of others in a non-defensive manner.	2.00	3.00	2.50	3.00	2.63
Respects the ideas, abilities and contributions of others and takes a genuine interest in their suggestions and concerns.	3.00	3.00	3.00	3.00	3.00
Strategic Problem Solving	2.50	2.75	2.50	2.75	2.63
Makes high quality decisions confidently and quickly, when necessary, based on available data and information.	2.00	2.00	3.00	3.00	2.50
Researches, gathers, and utilizes information, data, and options to thoroughly analyze situations, issues, and problems.	4.00	3.00	2.50	4.00	3.38
Adjusts to, learns from, and embraces change as necessary for solving issues, challenges, and problems.	2.00	2.00	2.00	2.00	2.00
Is decisive when unpleasant decisions must be made.	2.00	4.00	2.50	2.00	2.63
Self-Development	2.67	2.67	2.83	2.33	2.63
Solicits and applies feedback and constructive criticism from others in a non-defensive manner.	2.00	3.00	2.50	2.00	2.38
Pursues continuous learning and self-development by exploring and pursuing new ideas, assignments, roles, experiences, and challenges.	3.00	2.00	3.00	2.00	2.50
Demonstrates self-awareness and curiosity with a commitment to one's own learning, growth, and development.	3.00	3.00	3.00	3.00	3.00
Facilitating Collaboration	2.71	2.86	2.14	2.57	2.57
Takes initiative to provide information, formal/informal assistance, support, and collaboration with others.	3.00	3.00	1.50	2.00	2.38
Asks for feedback from their team on things that are working well and things that could be improved.	2.00	4.00	1.50	2.00	2.38
Trusts and empowers team members to make changes, implement decisions, and solve problems on their own.	3.00	3.00	3.00	3.00	3.00
Encourages team members to openly share information and ideas with each other.	3.00	3.00	2.00	3.00	2.75
Develops team spirit, cohesion, and high morale.	3.00	2.00	2.50	3.00	2.63
Develops cooperation rather than competition among employees, groups, and work teams.	3.00	2.00	2.00	2.00	2.25
Shares credit and recognition for efforts, contributions, and accomplishments.	2.00	3.00	2.50	3.00	2.63

Questions	Self	Manager	Team Member	Direct Report	Average
Influencing/Inspiring	2.67	2.67	2.00	2.00	2.34
Communicates and expresses ideas in a manner that commands presence, attention, respect, and successfully influences others to action.	3.00	3.00	1.00	2.00	2.25
Asserts and shares insights/points of view even when unpopular or when challenged.	3.00	2.00	2.50	2.00	2.38
Demonstrates a curiosity about others, actively listens to, and shows consideration for the expressed feelings, needs, worries, and concerns of others.	2.00	3.00	2.50	2.00	2.38

Open-Ended Comments Summary

greatest emerging leaders strength test

greatest emerging leaders strength test

test comment

TEST Comment

greatest area test comment

greatest area test comment

greatest area test comment

Test Comment

Self-evaluation comment for greatest area

Professional Development Plan

Examining your 360 Feedback Report

You reactions to your 360 feedback report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

Emotional Reaction

Your initial reaction to your summary feedback report is important. It provides insight that is useful in interpreting your results and in deciding what competencies you will target for your developmental planning efforts. Start with your feelings about your summary feedback report. If you had to select a single word or phrase to describe your emotional reactions, to your summary feedback report it would be:

What is it about your report that leads you to feel this way?

How do your self-ratings compare to your manager? Your direct reports? Your peers? Team members? Other raters?

What trends do you see (things that are surprising or validating)?

What new insights, if any do you get from your report?

DECIDING WHAT COMPETENCIES TO WORK ON

Summarize your key development area (competency) that you plan to focus on. Target these toward a specific group and list them in order of importance in the space provided below:

I wish to increase **my own** general effectiveness in the following areas:

I wish to increase my effectiveness with my **Manager** in the following areas:

I wish to increase my effectiveness with my **Direct reports** in the following areas:

I wish to increase my effectiveness with my **Team Members, Peers, or Others** in the following areas:

PROFESSIONAL DEVELOPMENT PLAN

360 Competency:

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Development Activities:

Support/Resources Required:

--

Measures of Success:

--

Results/Outcomes:

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