

360 Report

Client John Smith

Date October 12, 2023

Coach Peter Engelbrecht

Background

- Feedback = Gift
- Feedback \neq Truth
- Feedback = Data
- Instinct is to view as threat, blocks learning
- Focus on Success Factors, Insights and Motivation

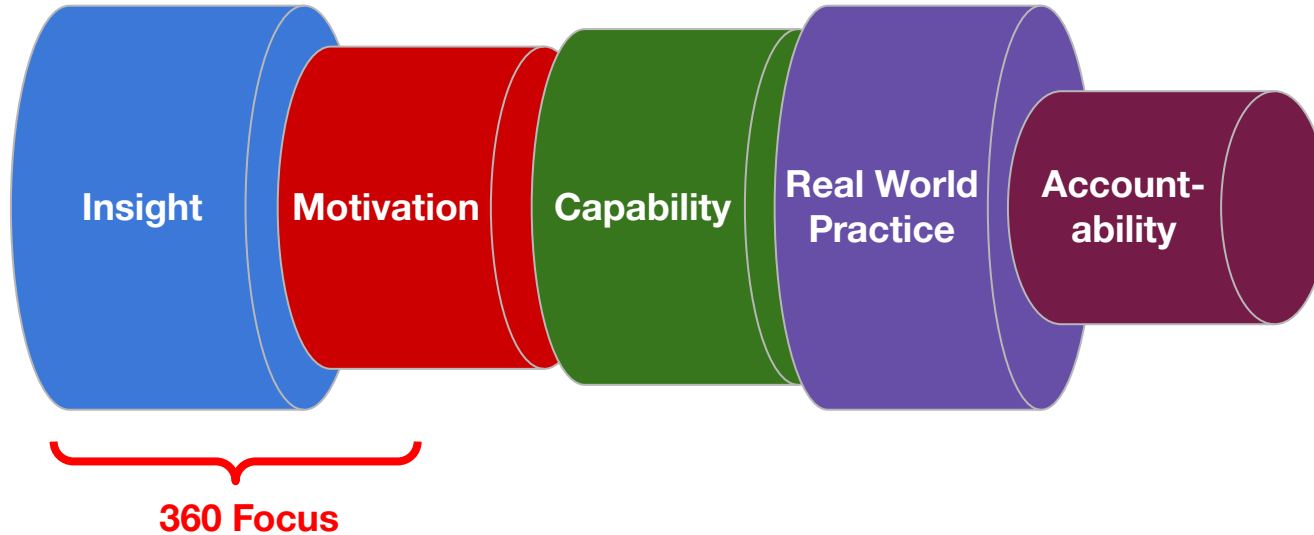
Own vs Other's perspectives

	How I'm seen	What matters
My perspective	Abilities	Goals
Other's perspective	Perceptions	Success Factors

360 Focus



The Development Pipeline



Key Strengths

1. Strategic Visionary
2. Adaptability
3. Empathy in Leadership
4. Effective Delegation

Strategic Visionary

You're not just looking at today, you're planning for the future. Your long-term focus gives the company a north star.

- “Whenever we’re stuck in the weeds, John pulls us back and refocuses us on the long-term strategy.”
- “I’ve never seen someone so passionate about a roadmap.”
- “He’s already mapping out projects for next year while most of us are still figuring out this quarter.”
- “He gets the chessboard, not just the next move”
- “John doesn't just look around corners; he sees around bends.”

Adaptability

Change doesn't scare you; it excites you. You pivot effortlessly, making sure the team doesn't lose pace.

- “Just when you think a challenge will knock us out, John changes the game.”
- “He doesn't just handle change; he hunts for it.”
- “Never seen him sweat, even when plans go sideways.”
- “He pivots so well, you'd think he was on roller skates.”
- “His adaptability makes sure we're never stagnant.”

Empathy in Leadership

You understand the human element. Your team feels heard, valued, and they're more committed because of it.

- “John remembers birthdays, anniversaries, and even pets’ names.”
- “I feel like I’m more than just a cog in the machine here.”
- “He actually listens when you talk. It’s refreshing.”
- “He can tell if something’s off and checks in to see how you’re doing.”
- “He understands when personal life needs to come first.”

Effective Delegation

You don't micromanage. You assign tasks to the right people, empowering them to succeed.

- “You’re never stuck with tasks you’re bad at.”
- “John knows exactly who should take the ball and run.”
- “He sees strengths in people they didn't even know they had.”
- “Delegating isn’t just offloading work; it’s about empowering us.”
- “He sets you up to be a hero, not a scapegoat.”

Key Growth Opportunities

1. Sharpening Communication
2. Cultivating Work-Life Harmony
3. Data-Driven Decision Making
4. Mastering Conflict Resolution
5. Streamlining Processes



Sharpening Communication

You're brilliant but sometimes your ideas get lost in translation. Sharpening your communication could turn good plans into great executions.

- “Brilliant ideas, but they need better packaging.”
- “Sometimes, we’re scrambling to understand the directives.”
- “I wish John would speak plain English once in a while.”
- “He’s clear in his head but not always when he speaks.”
- “It's like he’s speaking in bullet points sometimes.”



Cultivating Work-Life Harmony

You set a pace that not everyone can sustain. Your dedication is awe-inspiring but risks burning out your team.

- “The pace here can be brutal”
- “Working late has become the company culture.”
- “John is a machine, but we’re only human.”
- “I admire the dedication, but it’s becoming a grind.”
- “We’re not saving lives here; it's okay to clock out on time.””



Data-Driven Decision Making

Your intuition is often right but leaning on data could make your choices even more solid.

- “I’d love to see some data before we dive into this.”
- “He’s been right before, but it feels like we’re gambling.”
- “John’s intuition is strong, but it’s not infallible.”
- “Some metrics would make me feel better about these decisions.”
- “Going with your gut should be the exception, not the rule.””



Mastering Conflict Resolution

You're not confrontational, which is cool, but sometimes issues need direct addressing, not a workaround.




- “It's like John walks on eggshells when there's tension.”
- “Sometimes we need to hash it out openly, not avoid it.”
- “The passive approach isn't solving the issue; it's deferring it.”
- “Not every problem can be solved by forming another committee.”
- “Ignoring conflict doesn't make it disappear.”






Streamlining Processes

You're all about the big picture, but the devil's in the details. Smoother day-to-day operations can make a big difference.

- “The inefficiencies here are like death by a thousand cuts.”
- “John thinks big but forgets the small stuff matters too.”
- “We could achieve more if the processes weren’t so convoluted.”
- “Sometimes, the way we’ve always done it isn’t the best way.”
- “I think we’re sacrificing quality for the sake of big ideas.”

Summary

-  High Credibility
-  Strategic Insight
-  Champion of Personal Growth (own + team)

-  Build Feedback Resilience
-  Balance People & Business
-  Find Motivation
-  Considerate Transparency
-  Simplify

Development Plan Example

Development Plan

Introduction

Client	John Smith
Coach	Peter Engelbrecht
Plan period	Jan 1 - July 1, 2023

Assessment

Current State	Strengths: Visionary, Operational Excellence. Areas for Improvement: Receptive to Feedback, Emotional Regulation.
Desired State	A more open, approachable leader who values and acts upon feedback from the board and employees.
Gap Analysis	Needs to develop strategies for receiving feedback without becoming defensive and utilizing it for personal and organizational growth.

Goals

Short-Term Goals	Develop a structured feedback system; improve emotional regulation techniques.
Long-Term Goals	Foster a culture of open communication and continuous improvement.
Metrics of Success	Frequency and quality of feedback received, Self and external assessment of emotional responses, Employee engagement scores.

Action Plan

Action	Date/Frequency	Status
Attend workshop x on Emotional Intelligence	March 2023	Not started
Read "15 commitments of Conscious Leadership", chapters 1-8	April	Ongoing
Practice active listening during feedback session	Weekly from April	Ongoing
Implement a pause and reflect routine when receiving feedback	Daily from April	Ongoing
Post mortem call with Chairman after board meetings	Quarterly From March	Ongoing

Evaluation

Stakeholders	Nancy Smith, Chief People Officer Mary Smith, Chairman of the Board
Final Review	August evaluation meetings with Stakeholders