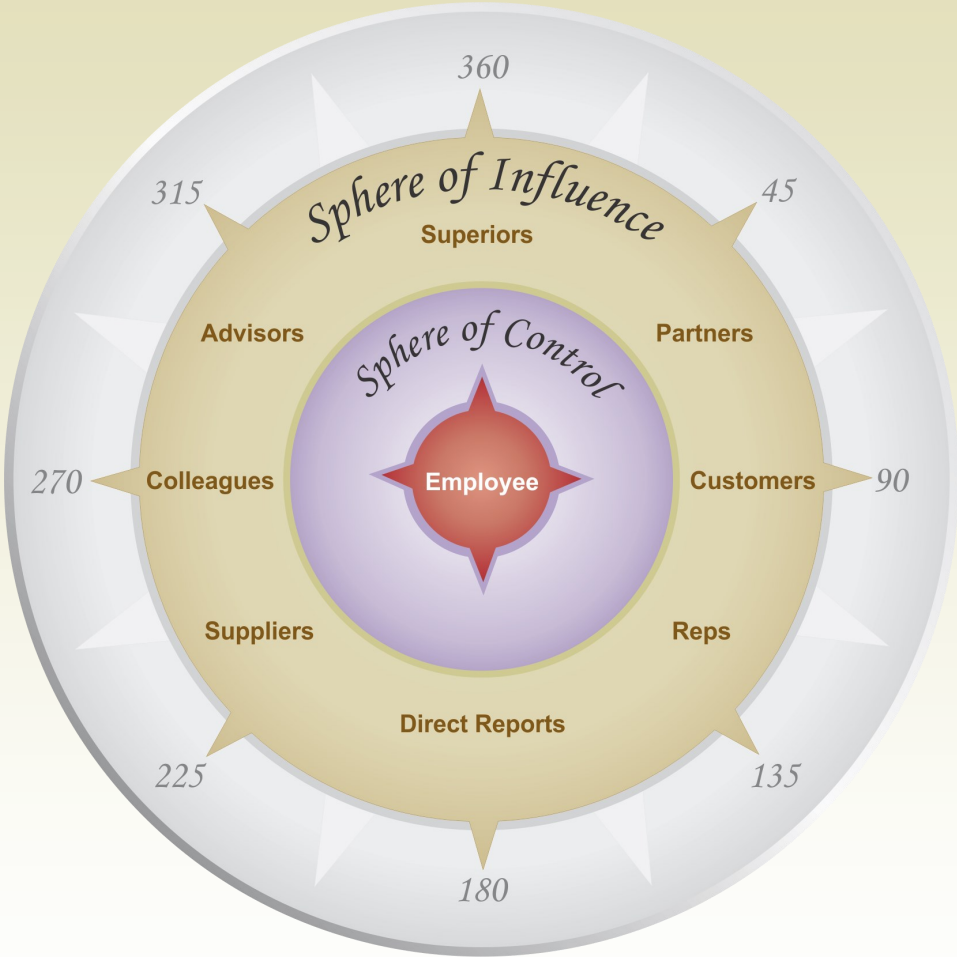


# PRIORITY POLL

## PRIORITY THINKING®

### 360° LEADERSHIP ASSESSMENT REPORT



PREPARED FOR:

**JOHN DOE**

**XYZ COMPANY**

NOVEMBER 4, 2016



## OVERVIEW

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This report contains feedback from a web-based 360° survey given to John, his Superiors, Peers, Direct Reports/Subordinates, Sales Staff, and a group of Other colleagues. This 360° survey was undertaken as a part of John's coaching and development process.

The 360° survey gathers performance information from colleagues at all different levels and relationships that interact with the employee being reviewed. It also requires the person being reviewed to assess them self. That's why it's called a 360° - it evaluates how a person is perceived by those all around them.

The purpose of this 360° report is to provide John with feedback from those with whom he works on his strengths and areas for improvement as a leader. Thus, a 360° is feedback at this particular moment in a person's life and career and is only a part of a broader leadership development process. The Socratic imperative to "know thyself" is at work in this process because self knowledge is key to personal and professional growth.



A 360° assessment by nature is a biased instrument. The person scoring the individual being assessed has the ability to provide answers which they know can be viewed as negative (against) or positive (for). A variety of factors can increase the bias of this instrument for and against the person being assessed.

This assessment was designed to gather feedback on John’s overall performance and prioritization, plus 8 competencies:

- ◆ Character
- ◆ Communication
- ◆ Decision Making
- ◆ Getting Results
- ◆ Influence
- ◆ Leadership
- ◆ Management
- ◆ Trust

Leaders may also add their own questions in the General Questions section to collect specific feedback. Participants are asked to rate the leader’s performance using two different categorical scoring scales:




### Agreement 7-point Scale

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
Completely disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Completely agree

### Frequency 5-point Scale

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Never	Rarely	Sometimes	Often	Always

A traffic light color coding system is used to communicate the meaning of these performance scores:

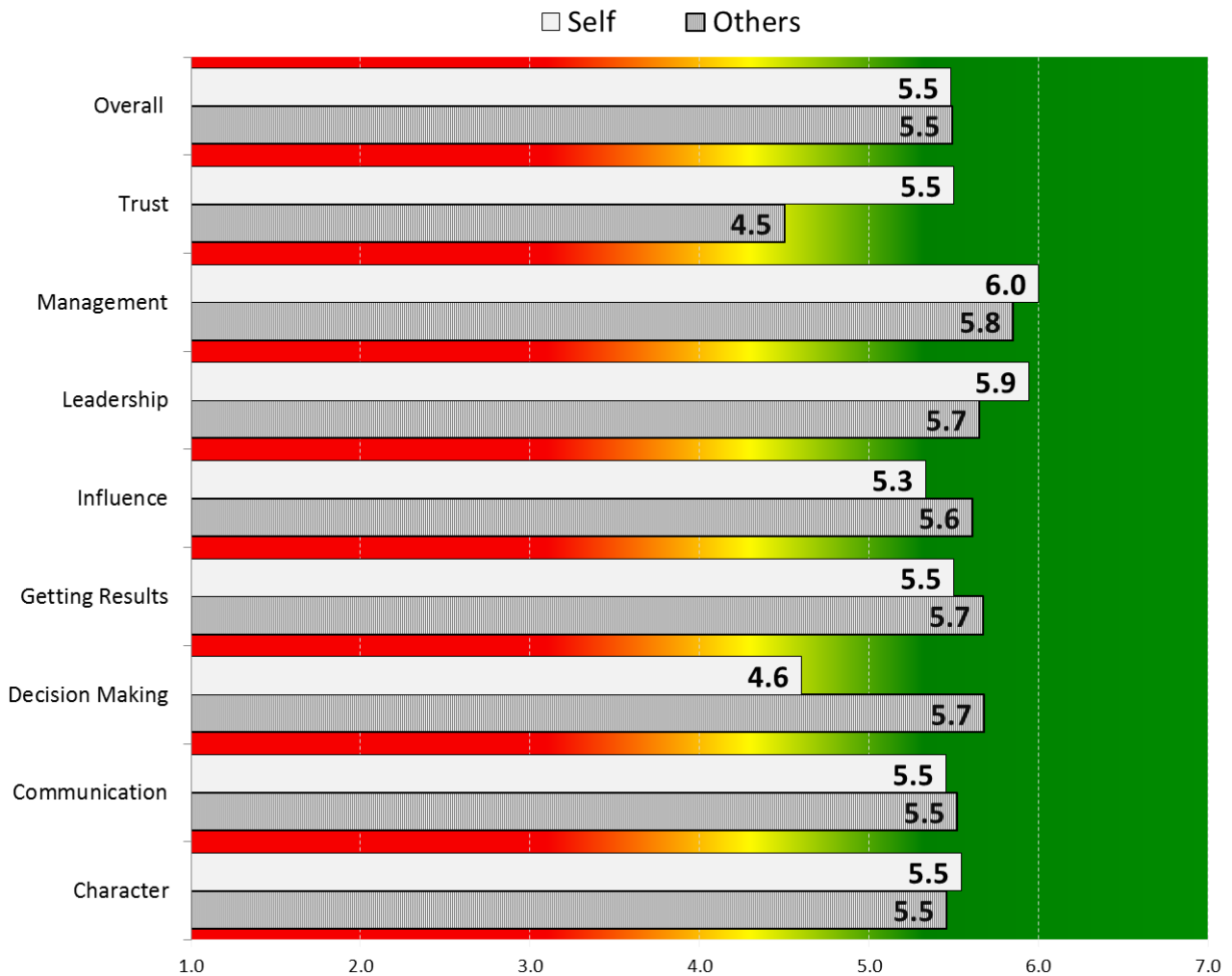
-  Good to superior
-  Areas of concern
-  Needs significant improvement



# PERFORMANCE ATTRIBUTE RATINGS

- ◆ John's highest attribute rating: ..... **Management, 6.0**
- ◆ Others' highest attribute rating ..... **Management, 5.8**
- ◆ John's lowest attribute rating ..... **Decision Making, 4.6**
- ◆ Others' lowest attribute rating ..... **Trust, 4.5**

Good to superior
  Areas of concern
  Needs significant improvement

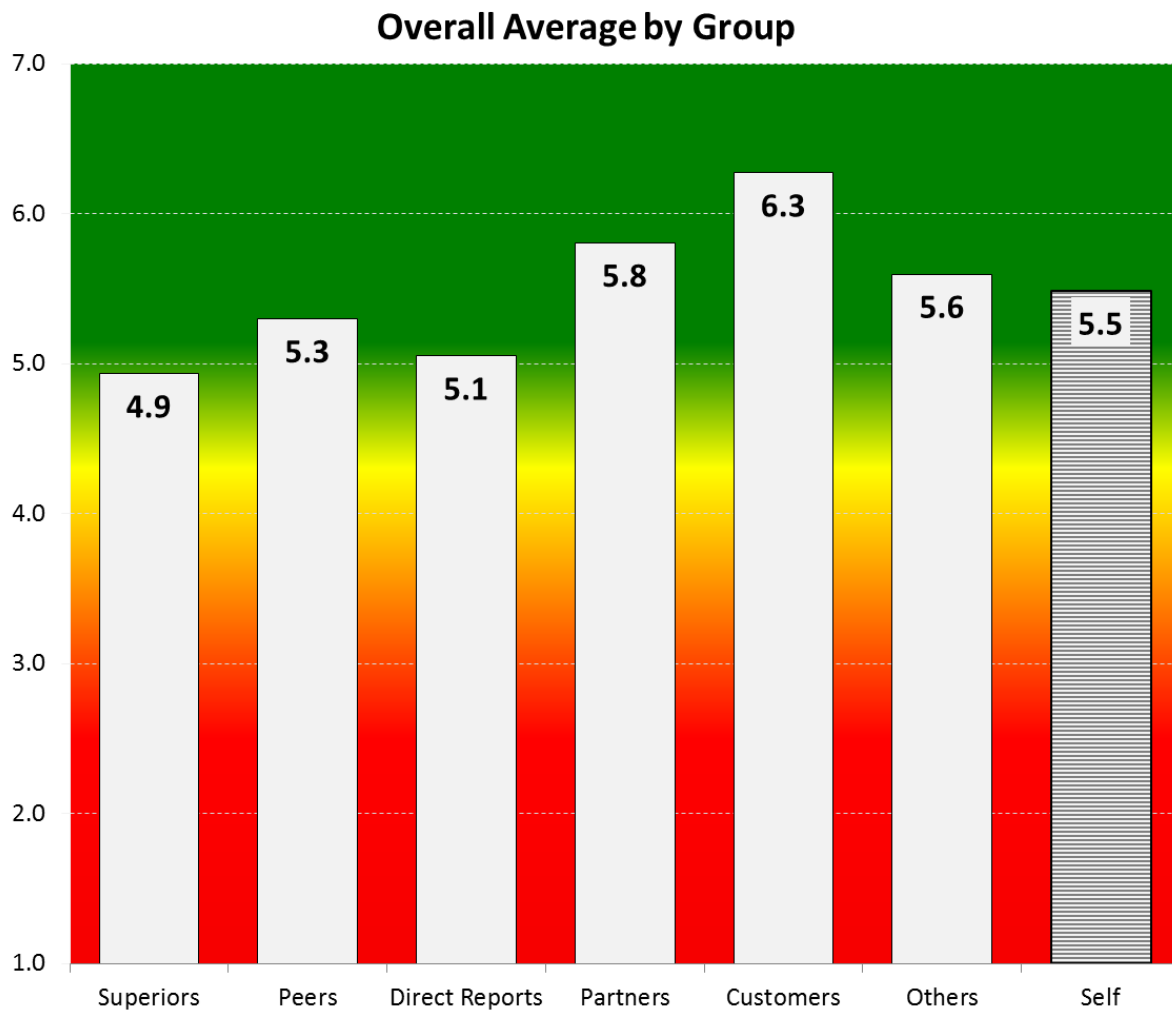


# GROUP RATINGS



- ◆ John’s average self-assessment..... 5.5
- ◆ Others’ average assessment..... 5.5
  
- ◆ Highest group rating..... **Customers, 6.3**
- ◆ Lowest group rating..... **Superiors, 4.9**
- ◆ John’s largest GAP (self-assessment) ..... **Customers, 0.79**

Good to superior
  Areas of concern
  Needs significant improvement





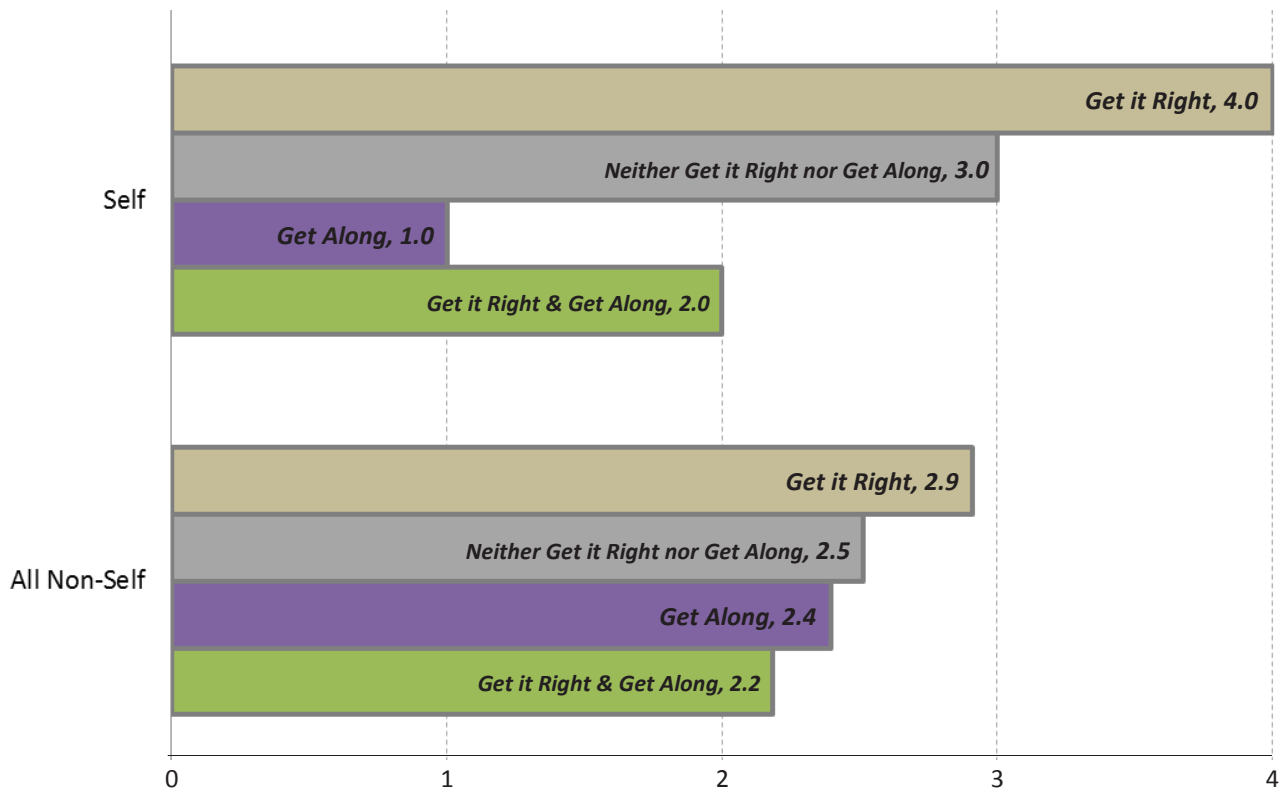
# PRIORITY PROFILER

## Getting it Right & Getting Along

The graph below indicates the priority ranking for *Getting it Right & Getting Along*, which are, in order: Get it Right AND Get Along but Get it Right if required to choose; Put Getting it Right at the expense of Getting Along; Put Getting Along at the expense of Getting it Right; and Neither Get it Right nor Get Along

John's self-reported priorities are:

- ◆ Put Getting it Right at the expense of Getting Along
- ◆ Neither Get it Right nor Get Along
- ◆ Get it Right AND Get Along but Get it Right if required to choose
- ◆ Put Getting Along at the expense of Getting it Right





Others ranked John's priorities as:

- ◆ **Put Getting it Right at the expense of Getting Along**
- ◆ **Neither Get it Right nor Get Along**
- ◆ **Put Getting Along at the expense of Getting it Right**
- ◆ **Get it Right AND Get Along but Get it Right if required to choose**

## Comments

The results indicate that both John and those around him view his first priority as *Getting it Right*. For the other three priorities, however, the close ratings of those around John reveal that his prioritization is unclear.

John's two lowest-ranked priorities, *Getting Along* and *Neither Get it Right nor Get Along*, show an inversion that he must correct to ensure success within the organization. At the very least, *Getting Along* with those around him would cultivate more Good Will for John as a leader than both failing to achieve the required results (*Get it Right*) AND build solid professional relationships with those around him (*Get Along*).



### Decision Making

This attribute measures John's ability to initiate or make sound judgments and choices in the everyday flow and execution of work. One way to evaluate judgment is to consider whether or not the decisions made by the person prove to be correct. Another way to evaluate judgment is to consider how extensively it reveals that foresight is greater than hindsight.

### Key Findings

- ◆ The HIGHEST non-self rated attribute for John in this section is:

**Bases decisions on the best available information.**

- ◆ The LOWEST non-self rated attribute for John in this section is:

**Knows when NOT to make a decision.**

- ◆ The most significant GAP between John's self assessment and non-self ratings is the attribute:

**Makes good decisions under pressure or without the luxury of deliberation.**

### Comments

- ◆ John's self-assessed decision making style is incongruent with others' perceptions. Participants were nearly split on categorizing his decision-making, which likely indicates that John switches between styles depending on the situation.
- ◆ Overall, John rates his decision making ability as significantly better than those around him. To understand the reasons others see him as a poor decision maker, John should examine the following areas where he was given the lowest ratings by those around him:
  - ◆ Adequately seeks the opinions of others when making decisions.
  - ◆ Knows when NOT to make a decision.
  - ◆ Is NOT rash/impulsive when making decisions.





# = Participant response count

= Highest response count

Decision Making	Superiors	Peers	Direct Reports	Partners	Customers	Others	Total	Self
Careful/Deliberate	1	2	2	2	4	4	15	0
Decisive/Bold	2	3	0	3	0	5	13	1



Good to superior



Areas of concern



Needs significant improvement

1                      2                      3                      4                      5  
 Very Poor          Poor                  Fair                  Good                  Excellent

Decision Making	Superiors	Peers	Direct Reports	Partners	Customers	Others	Grand Avg	Self
Based on your observations, would you rate John's judgment about people, situations and things as:	5.0	4.8	3.5	1.8	4.3	5.7	4.2	7.0

1                      2                      3                      4                      5                      6                      7  
 Completely disagree    Disagree          Slightly disagree    Neither agree nor disagree    Slightly agree    Agree                  Completely agree

Decision Making	Superiors	Peers	Direct Reports	Partners	Customers	Others	Grand Avg	Self
Adequately seeks the opinions of others when making decisions.	6.0	6.0	5.5	6.5	6.7	4.8	5.9	4.0
Bases decisions on the best available information.	6.0	5.0	6.0	6.5	7.0	6.0	6.1	6.0
Knows when NOT to make a decision.	4.5	5.0	4.0	5.5	6.5	5.3	5.1	4.0
Is NOT rash/impulsive when making decisions.	5.0	6.0	5.0	6.0	6.0	4.7	5.5	6.0
Makes good decisions under pressure or without the luxury of deliberation.	6.0	6.0	5.0	6.3	6.3	5.3	5.8	3.0
<b>Category Average Score</b>	<b>5.5</b>	<b>5.6</b>	<b>5.1</b>	<b>6.2</b>	<b>6.5</b>	<b>5.2</b>	<b>5.7</b>	<b>4.6</b>



## Influence

This attribute measures the degree to which John possesses the essential qualities for interacting with others. The greater a person's interpersonal skills, the greater his or her capacity to influence others to act in accordance with what is right and needed by the group or organization.

## Key Findings

◆ The HIGHEST non-self rated attribute for John in this section is:

**Sees the importance of building relationships.**

◆ The LOWEST non-self rated attribute for John in this section is:

**Understands the connection between competence and influence.**

◆ The most significant GAP between John's self assessment and non-self ratings is the attribute:


**Understands the connection between trust and influence.**

## Comments

◆ John's self-assessment of his style of influence was very different from others' perceptions. While he sees himself as **Active**, others see him almost equally as **Reflective** or **Persuasive**. It appears that John may be changing his style depending on the situation, or fail to consistently use one style.

◆ Both John and his direct reports indicated that he needs improvement in understanding the connections between *competence* and *influence* and between *trust* and *influence*.

# = Participant response count

 = Highest response count

	Superiors	Peers	Direct Reports	Partners	Customers	Others	Total	Self
Active: Influences others through momentum/action,	1	0	1	2	1	3	8	1
Reflective: Influences others through listening, not talk-	2	3	2	0	2	3	12	0
Persuasive: Influences others through lobbying or dia-	0	3	1	2	1	3	10	0

Good to superior
  Areas of concern
  Needs significant improvement

1 Never      2 Rarely      3 Sometimes      4 Often      5 Always

Influence	Superiors	Peers	Direct Reports	Partners	Customers	Others	Grand Avg	Self
How often does John listen well to others?	4.7	4.3	4.3	3.8	5.0	4.4	4.4	5.0

Influence	Superiors	Peers	Direct Reports	Partners	Customers	Others	Total	Self
Focused and attentive	4.5	4.0	5.0	4.5	4.8	4.7	4.6	5.0
Distracted	5.0	4.5	2.8	4.7	4.3	5.0	4.4	5.0
Disregarding the speaker	4.5	4.0	3.3	4.0	4.0	3.6	3.9	5.0

1 Completely disagree      2 Disagree      3 Slightly disagree      4 Neither agree nor disagree      5 Slightly agree      6 Agree      7 Completely agree

Influence	Superiors	Peers	Direct Reports	Partners	Customers	Others	Grand Avg	Self
Demonstrates the ability to influence the behavior of individuals and his/her team.	6.0	5.0	5.5	5.5	6.5	6.0	5.8	6.0
Seeks to understand me/ others first and foremost before being understood.	6.0	5.0	5.0	6.0	6.0	5.2	5.5	5.0
Demonstrates empathy towards others.	5.0	4.3	5.5	7.0	6.5	5.3	5.6	7.0
Sees the importance of building relationships.	5.5	5.3	6.0	6.0	6.5	5.4	5.8	6.0
Understands the connection between competence and influence.	4.0	5.8	4.5	5.0	7.0	5.6	5.3	4.0
Understands the connection	6.0	5.8	4.5	5.7	6.5	5.7	5.7	4.0
<b>Category Average Score</b>	5.4	5.2	5.2	5.9	6.5	5.5	5.6	5.3



## Priority Pairs

Leaders must practice multiple priorities as they lead their organizations, yet they must also rate one priority as more important than the other. The leader’s choice between the following “priority pairs” reveals deeper expectations and assumptions that impact the team’s or organization's culture.

### Get It Right or Get Along?

*Get it Right:* Making sure the right things or actions are completed the right way to get the results required even if it causes conflict among team members.

*Get Along:* Preserving harmony among team members even if results are affected.

# = Participant response count



= Highest response count

	Superiors	Peers	Direct	Partners	Customers	Others	Total	Self
Get It Right	1	4	0	1	1	7	14	0
Get Along	2	2	2	2	3	3	14	1

John’s priority of **Getting Along** is not well seen by those around him. While he believes that he consistently exhibits the priority **Getting Along**, consensus is split on which priority is actually John’s focus. He should examine his behavior to determine whether he is simply communicating priorities ineffectively, or if he switches between priorities in different situations.

### Effort or Results?

*Effort:* The level of energy and commitment that a person shows toward work activities and on the job; a qualitative measure of how something gets done.

*Results:* The level of performance and bottom-line impact that a person delivers regardless of the effort put in; a quantitative measure of what gets done.

# = Participant response count

= Highest response count

	Superiors	Peers	Direct	Partners	Customers	Others	Total	Self
Effort	<b>0</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>7</b>	<b>19</b>	<b>0</b>
Results	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>1</b>

John's priority of evaluating performance based on **Results** is not well seen by those around him. By a large margin, others perceive **Efforts** as his higher priority. John's priorities are not correctly aligned for the long term benefit of XYZ Corporation, and his actions and behaviors regarding these two priorities do not seem to be effectively communicated to those around him.

### Speed or Control?

*Speed:* How fast things are done in the organization without any unnecessary delays or wasted time.

*Control:* How well the limits of sustained performance are understood and respected in the process of getting things done.

# = Participant response count

= Highest response count

	Superiors	Peers	Direct Reports	Partners	Customers	Others	Total	Self
Speed	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>11</b>	<b>1</b>
Control	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>15</b>	<b>0</b>

John's priority of **Speed** is not well seen by those around him. Though the majority of others perceive **Control** as his higher priority, the total is nearly split between the two. This may indicate that John switches priorities depending on the situation, or that his priorities are communicated ineffectively.

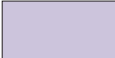


## Power or Principle?

*Power:* The leader exercises authority within the organization based exclusively on his or her position in relation to others.

*Principle:* The leader exercises authority based on sound judgment and expertise.

# = Participant response count

 = Highest response count

	Superiors	Peers	Direct Reports	Partners	Customers	Others	Total	Self
Power	2	4	3	2	3	6	20	0
Principle	1	3	1	2	1	3	11	1


John’s priority of making and enforcing decisions based on **Principle** is not well seen by those around him. Except for Partners, all other groups see John as prioritizing **Power**. This perception has likely influenced participants’ ratings of John in the Decision Making section.

## Style or Substance?

*Style:* The process of getting things done (HOW) is considered before identifying the tasks needed (WHAT).

*Substance:* The essence or gist of the topic (WHAT) is addressed first, then the necessary processes (HOW).

# = Participant response count

 = Highest response count

	Superiors	Peers	Direct Reports	Partners	Customers	Others	Total	Self
Style	2	4	3	2	4	6	21	1
Substance	0	2	0	1	0	3	6	0


John’s decision making based on the “What” (substance) of the issue is generally well seen by those around him. Every group perceives that Substance is the higher priority for John, but a large majority of participants perceive that style or “How” is his higher priority. An organization is best served when leaders have an understanding of the most essential and vital elements of the business. In this pair, John’s selected choice of Substance is the best priority for both him and XYZ Corporation.

### Effectiveness or Efficiency?

*Effectiveness:* Producing the product or service to the requirements expected for the customer. 1 =

*Efficiency:* Running the organization at the leanest and most productive operating level for the lowest cost.

# = Participant response count

 = Highest response count

	Superiors	Peers	Direct	Partners	Customers	Others	Total	Self
Effectiveness	0	2	2	3	1	3	11	1
Efficiency	3	3	2	1	2	4	15	0

John’s priority of **Effectiveness** is not seen by those around him. The majority of others perceive that he places a priority on **Efficiency** instead, but only by a small margin. As with other categories in this section, John should focus on determining whether he is communicating priorities ineffectively or switching between priorities.