

360° ANALYSIS

A MULTI-DIMENSIONAL
PERSONAL GROWTH
INVENTORY

Respondent: William Johnston

Business: CyberTech Solutions

Report Completion: 4.11.2023



William,

Thank you for taking the time to complete a 360° Analysis with the Strategic Mentoring Group. In this digital report, you will find a comprehensive breakdown of your inventory results. This process aims to establish a baseline of your self-awareness and then compare that baseline with four other individuals who work above, below, and alongside you in your organization, everyday work, or career.

To make the best use of your results, allow them to inform the development of a growth plan for personal development and career advancement.

You are encouraged to discuss your results with a certified mentor or coach trained to make the best use of 360° feedback tools.

In some cases, your results may surprise you. In other cases, they may confirm what you already know about yourself. As you review your results, stay focused on the “big picture” of your personal and professional development. Don’t get stuck on a single part or point of this report. Often, growth is an incremental, step-by-step process.

Before we dive into your results, let us share a short history of 360° feedback and explain why it can be such a strong predictor of future performance.



360° feedback grew out of the use of a training method called “T-groups” (training groups), where participants met with their peers who were encouraged to share feedback in an open session facilitated by a trained moderator.*

Eventually, the process consisted of answering questions from a survey or assessment that evaluated the participant on behaviors and workplace competencies identified as necessary for success within a given organization.

Research indicates that as leaders rise through the ranks of their organizations, they tend to receive less feedback about themselves and their performance. A 360° inventory solves this problem and provides a confidential way for those above, below, and alongside a leader to provide multi-faceted feedback in reference to their unique leadership or behavioral style. It also creates an opportunity for a leader to test their own views of themselves, discover their strengths, and become aware of blind spots in their working relationships.

- According to **Forbes**, more than 85% of all Fortune 500 companies use the 360° feedback process as a cornerstone of their overall leadership development process.

At the Strategic Mentoring Group, we utilize a 360° assessment framework to assess the strength of leaders across six unique components of strategic influence. These components represent six focus areas (or competencies) that the SMG emphasizes, teaches, and discusses with its clients. In the report that follows, we break down your results and rate the strength of your development in each of these six areas.

*“What Is 360 Degree Feedback - 360 Feedback Explained.” *DecisionWise*. Last modified August 31, 2023. Accessed September 11, 2023. <https://decision-wise.com/360-degree-feedback/explained/>.

COMPONENTS OF STRATEGIC INFLEUNCE

Component (n)

A part or element of a larger whole.



PERSONAL LEADERSHIP

The art and practice of effectively leading & managing yourself.



OVERCOMING STRESS & BUILDING RESILIENCE

Uncovering a pathway to well-being & strengthening one's ability to navigate life's challenges.



FAITH INTEGRATION

Learning to invite God to the table & integrate a biblical faith in all areas of life and leadership.



MAKING DECISIONS & NAVIGATING CHANGE

Learning how to make critical choices & effectively transition from one season to the next.



CHARACTER FORMATION

The development of a clear set of personal values that govern & guide one's conduct.



EMPATHETIC PRESENCE

Developing the relational skills needed to cultivate meaningful connections with others.



SECTION 1

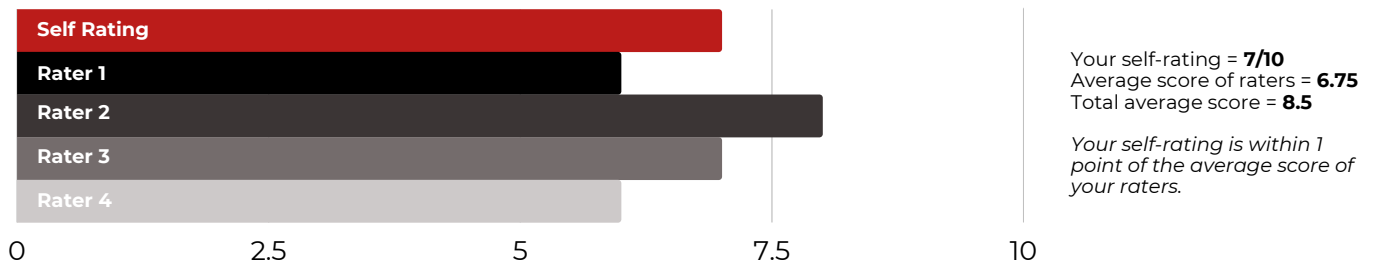
Personal Leadership

The art and practice of effectively leading & managing yourself.

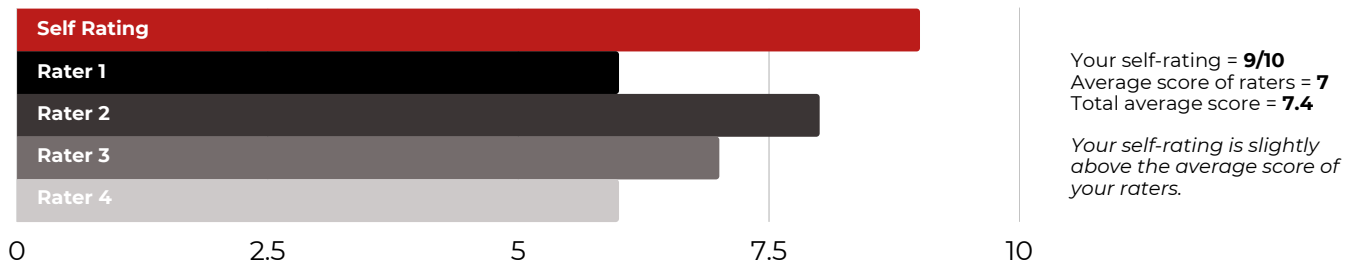
STRENGTHS / POSITIVE QUALITIES

*General Rule: Any score below 5 represents an area of concern.

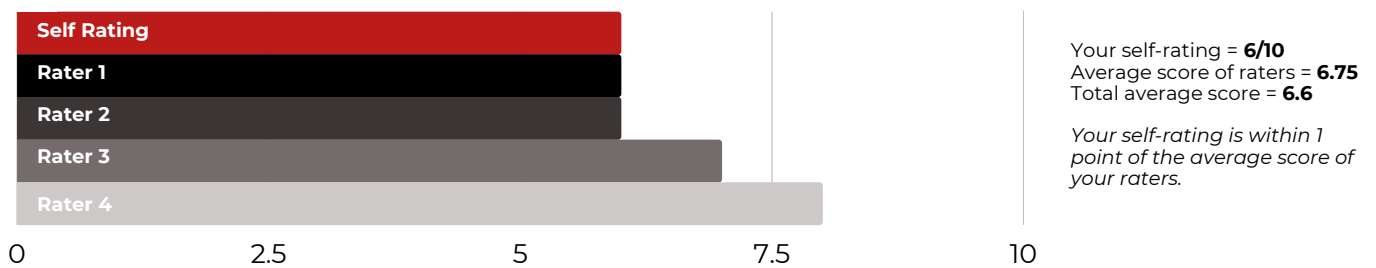
Q1 - William is well-organized and has a strong habit of planning and forecasting his time.



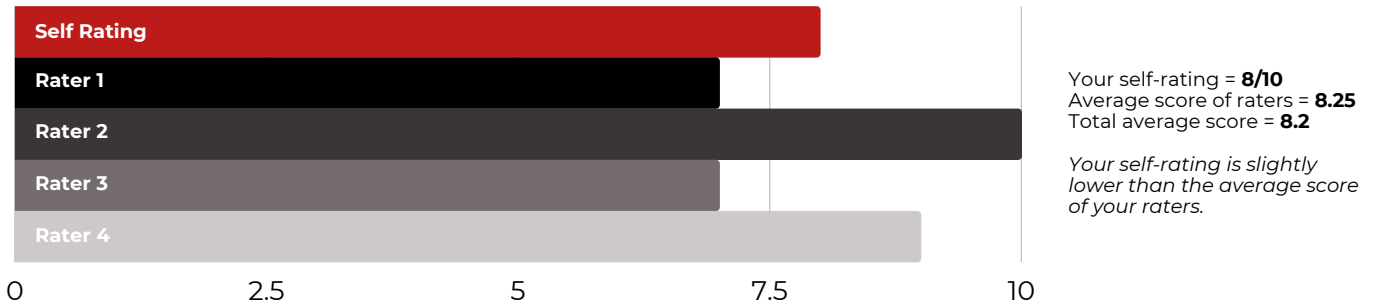
Q2 - William lives and leads with clear goals and a well-managed personal calendar.



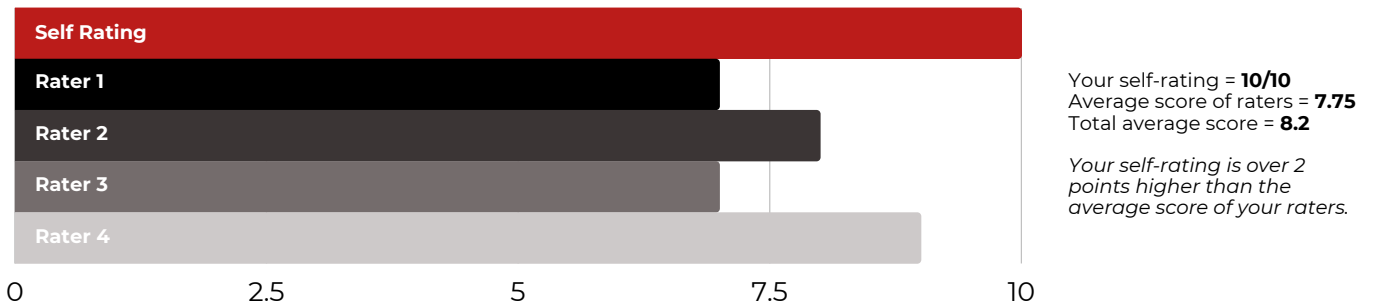
Q3 - William has clearly improved in his work and leadership of others over the last three months.



Q4 - William is always engaged and responsive in team communications, projects, and meetings.



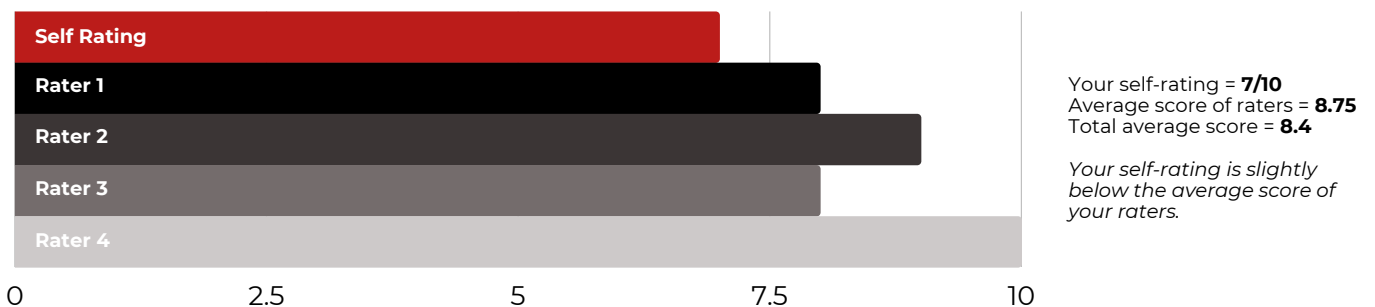
Q5 - William excels at understanding what needs to be done and organizing a clear and sequential action plan.



DEFICITS / AREAS OF NEEDED IMPROVEMENT

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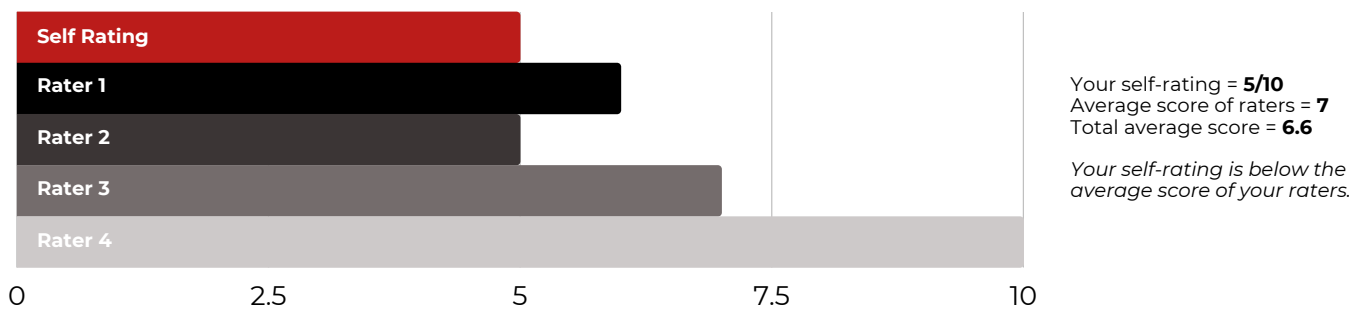
Q6 - William regularly overcommits his time and can come off as stressed, scattered, or overwhelmed.



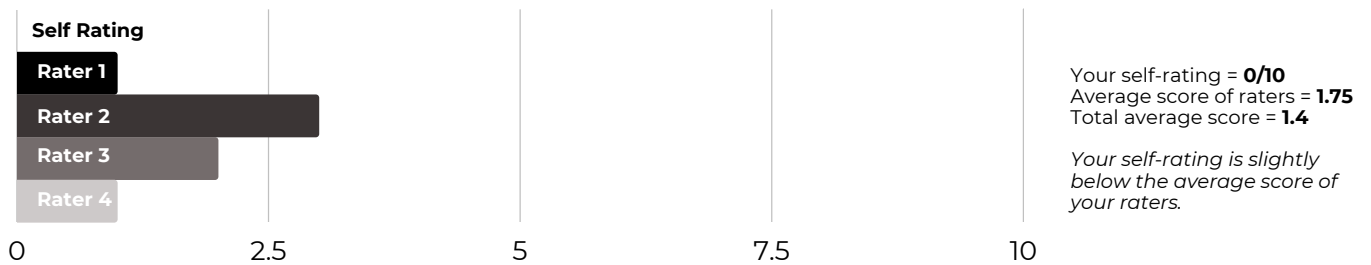
Q7 - William has a habit of showing up late or starting behind schedule.



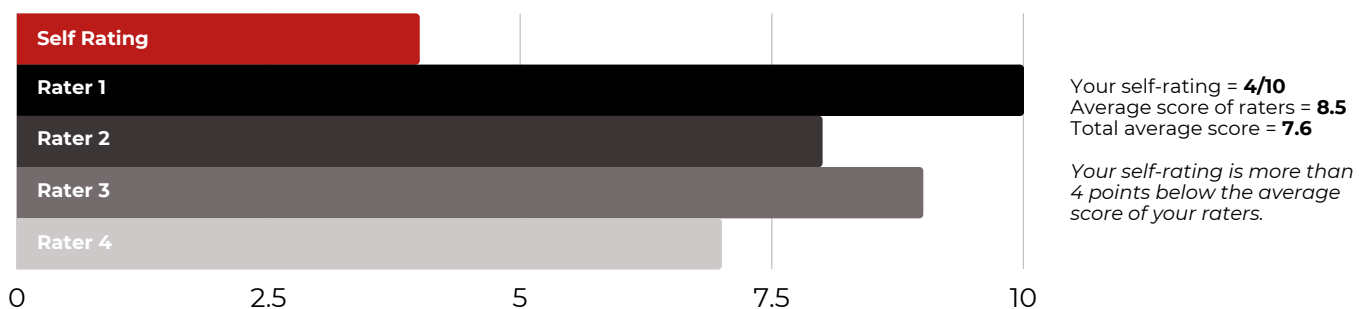
Q8 - William tends to focus more on projects and tasks than people and building relationships.



Q9 - William does not always follow the designated plan, agenda, or checklist.



Q10 - William has been known to focus on details obsessively and miss the big picture.



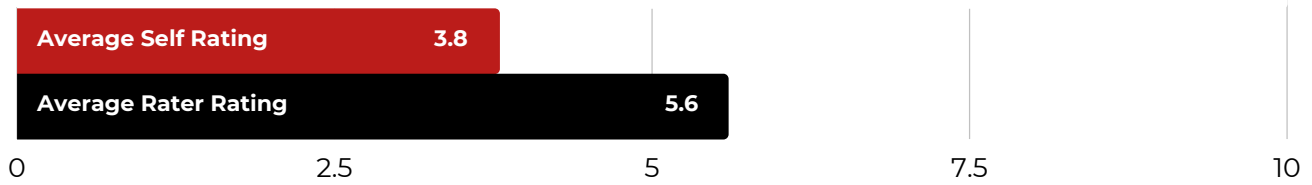


PERSONAL LEADERSHIP SCORE TOTALS

Q1 - Q5 STRENGTH SCORES

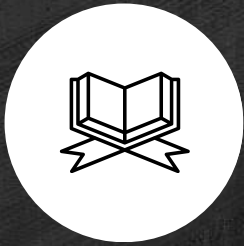


Q6 - Q10 DEFICIT SCORES



Personal Leadership
Quotient

63/100



SECTION 2

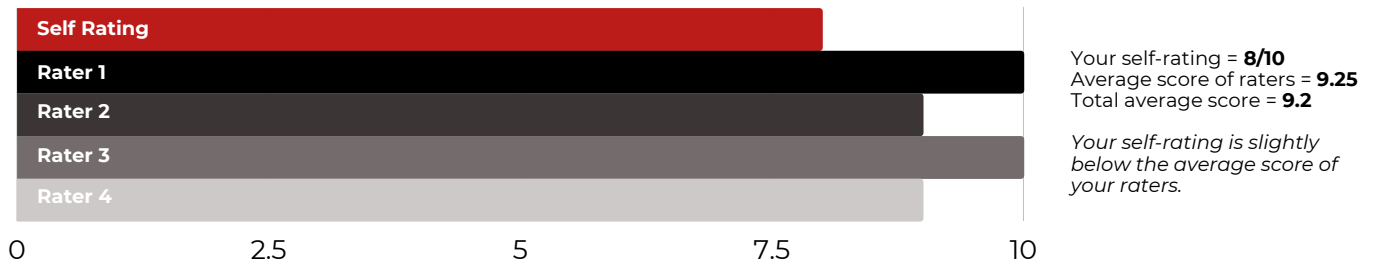
Faith Integration

Learning to invite God to the table & integrate a biblical faith in all areas of life and leadership.

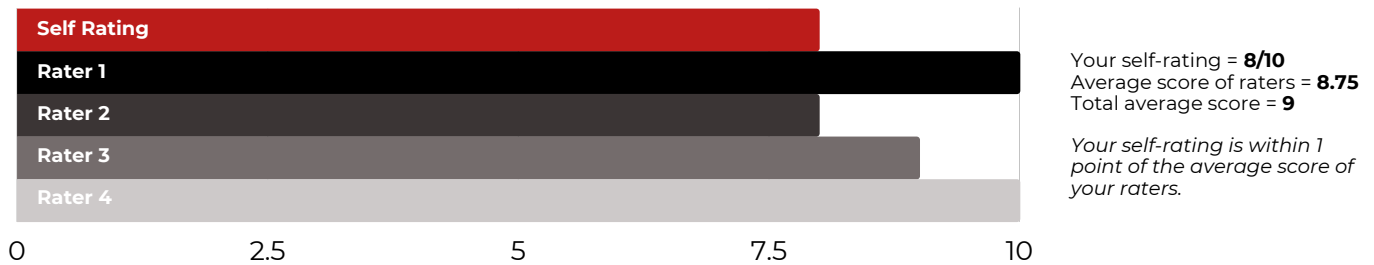
STRENGTHS / POSITIVE QUALITIES

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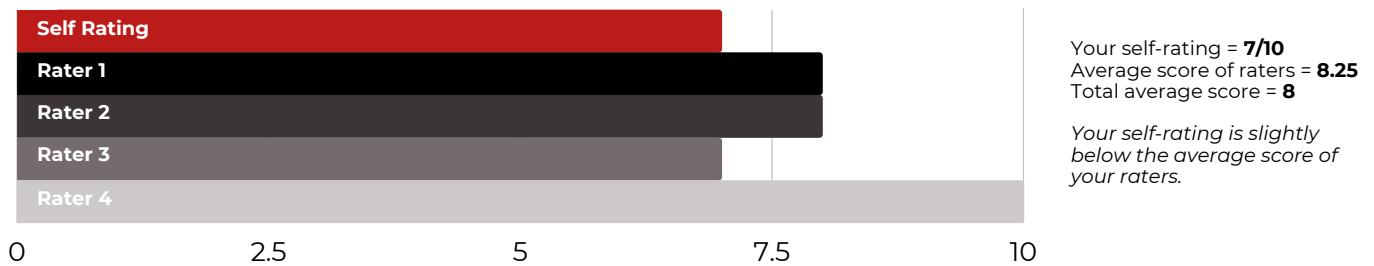
Q11 - William motivates others to stay aligned with their values.



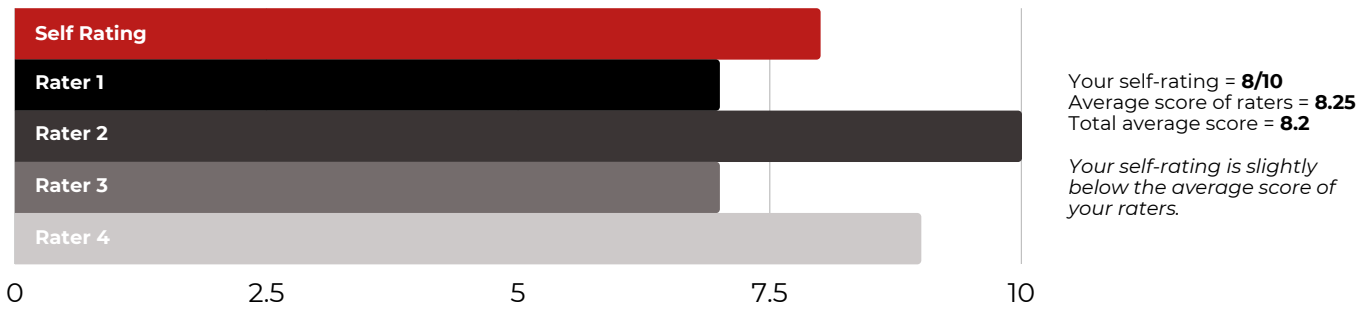
Q12 - William is an excellent example of Biblical Christianity and clearly displays personal morality, ethics, character, and humility.



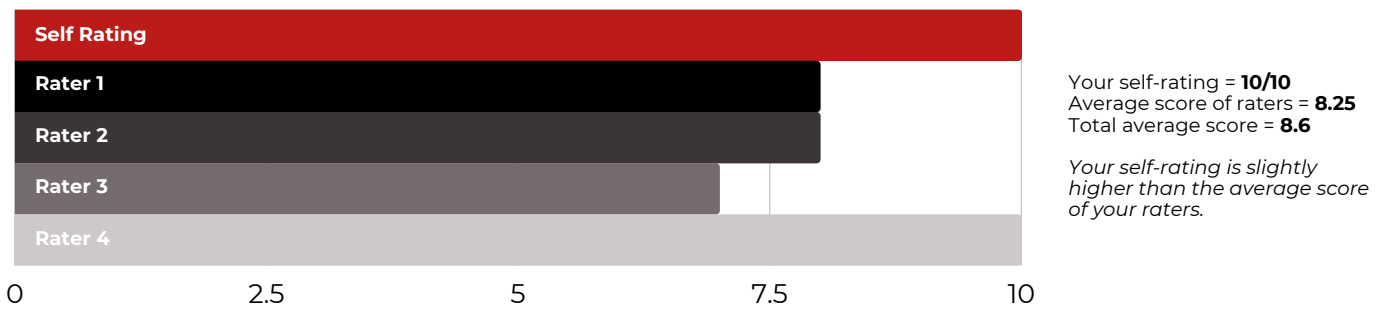
Q13 - William does a great job at integrating his faith into his work, career, and family life.



Q14 - William maintains strong spiritual disciplines.



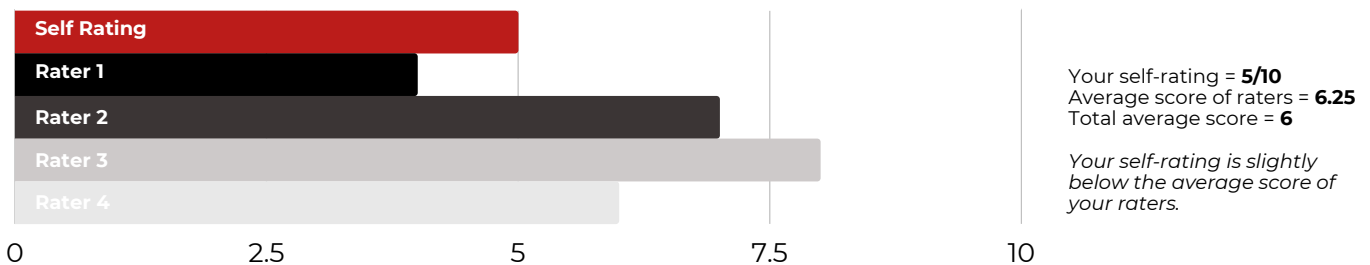
Q15 - William cultivates a high level of credibility and caliber in his prayer life and daily relationship with God.



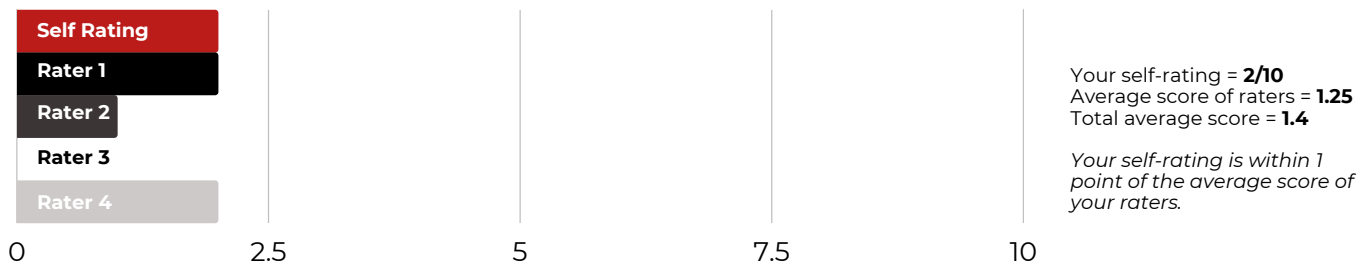
DEFICITS / AREAS OF NEEDED IMPROVEMENT

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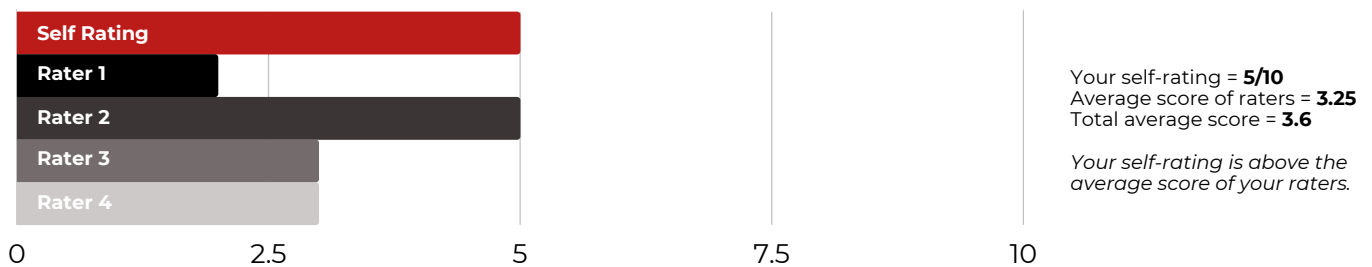
Q16 - William tends to *give* more to others than he *receives* spiritually from God or others. By this, I mean that he often lives and leads with an empty spiritual tank.



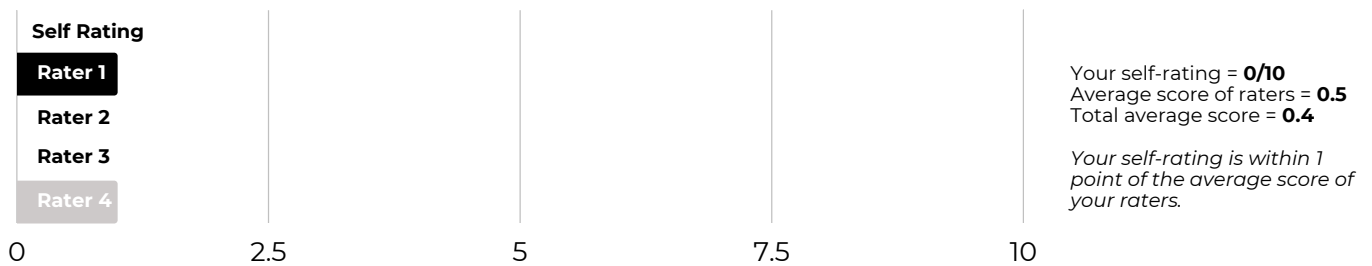
Q17 - William can come across as inconsistent in his faith. Some days, he is full of enthusiasm. On other days, he struggles to believe in a positive future or plan for his life.



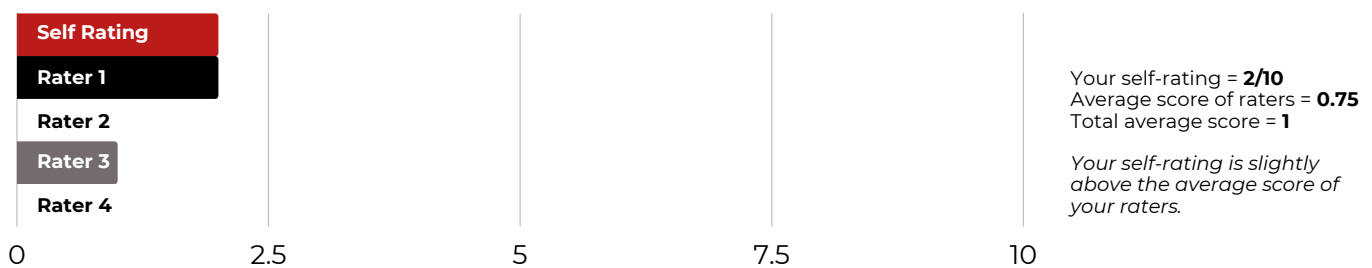
Q18 - William would greatly benefit from a higher level of spiritual community. He often isolates and withdraws from the support of others.

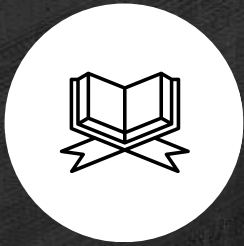


Q19 - William tends to lapse in his character or good judgment when under pressure.



Q20 - William does not seem to have a strong sense of Godly identity.



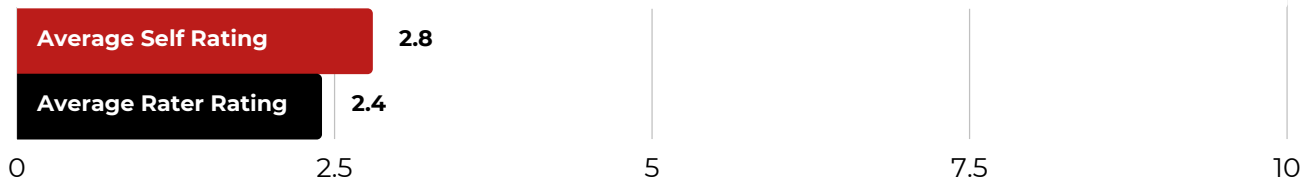


FAITH INTEGRATION SCORE TOTALS

Q11 - Q15 STRENGTH SCORES

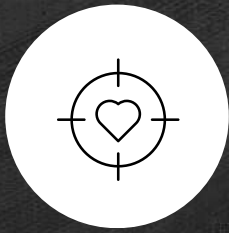


Q16 - Q20 DEFICIT SCORES



Faith Integration
Quotient

81/100



SECTION 3

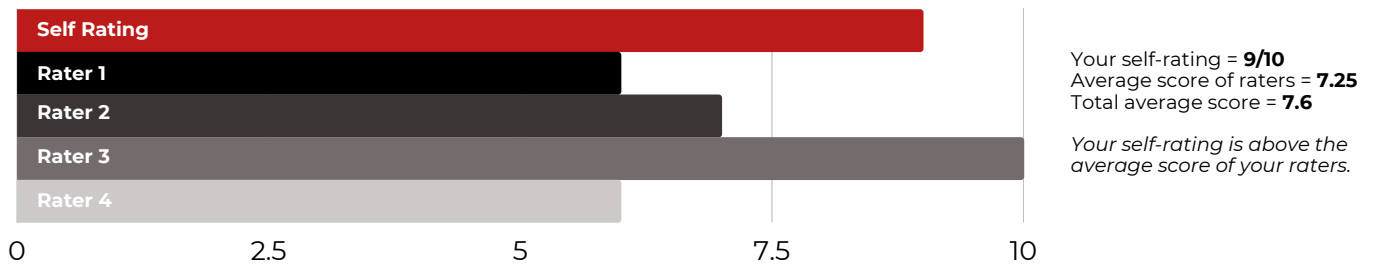
Character Formation

The development of a clear set of personal values that govern & guide one's conduct.

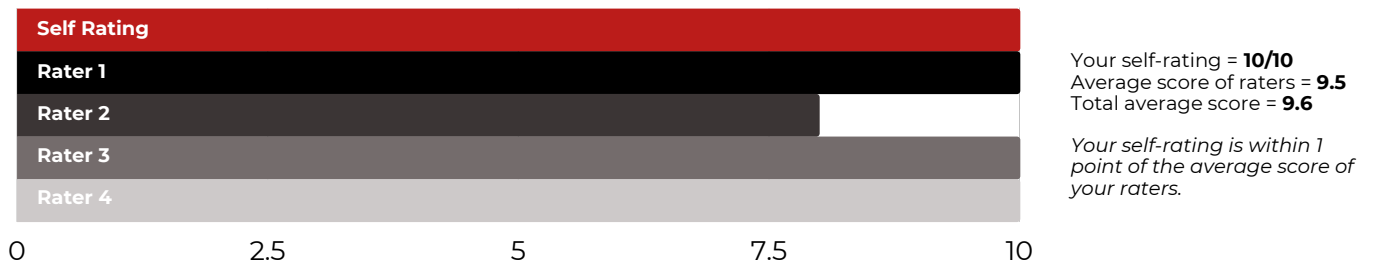
STRENGTHS / POSITIVE QUALITIES

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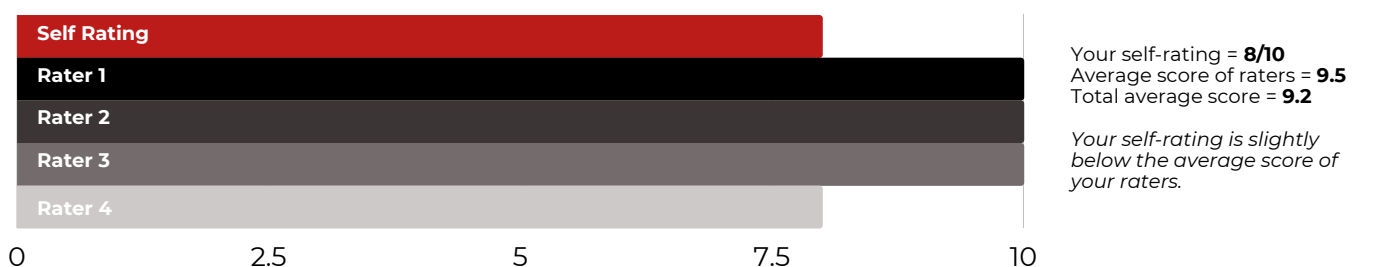
Q21 - William lives the values he teaches and expects of others.



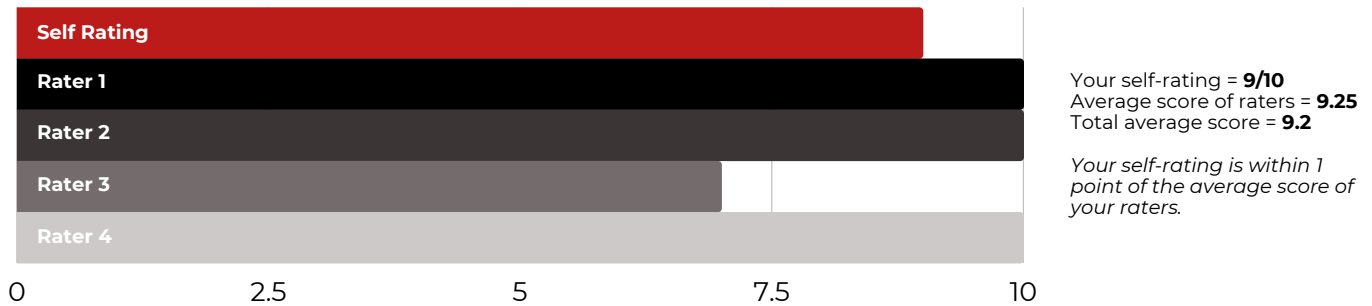
Q22 - William can likely define integrity in a clear, concise, and compelling way.



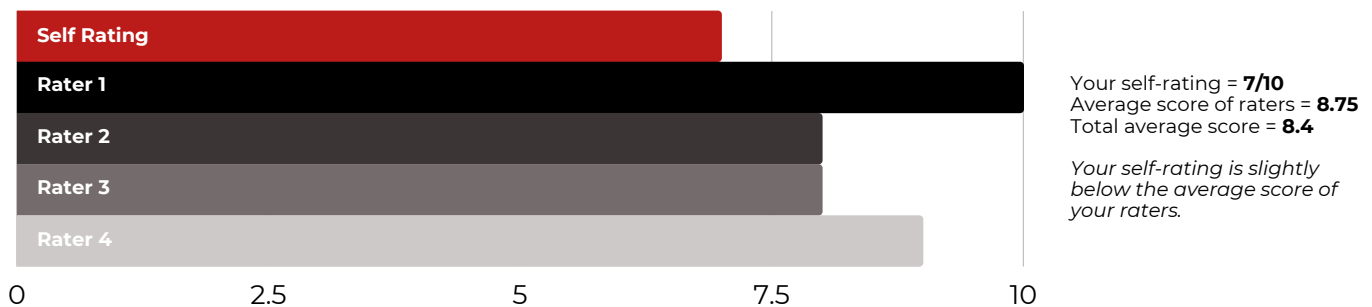
Q23 - William has has a strong work ethic.



Q24 - William is a reliable and consistent team contributor.



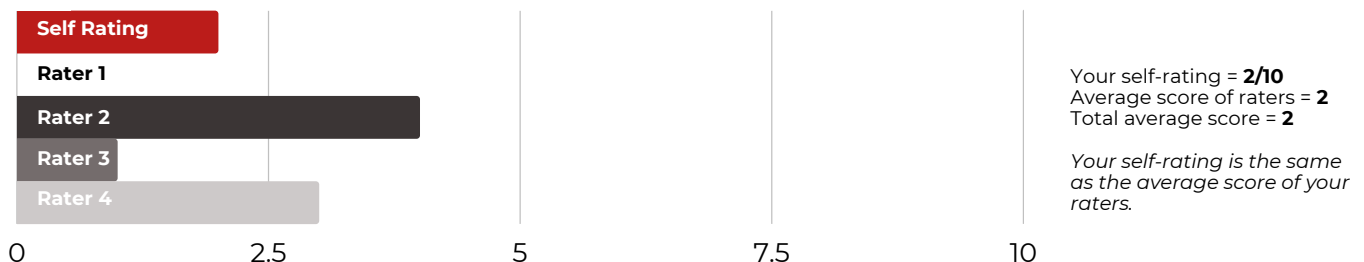
Q25 - William stewards his resources well. If I were an investor, I would invest money in this person's work or business without seeing his written plans or bank statements because, as a person, he cultivates a high level of trust and financial credibility.



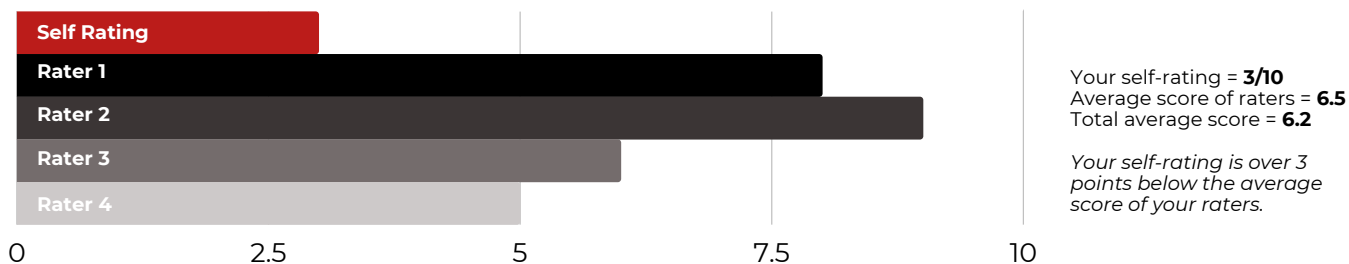
DEFICITS / AREAS OF NEEDED IMPROVEMENT

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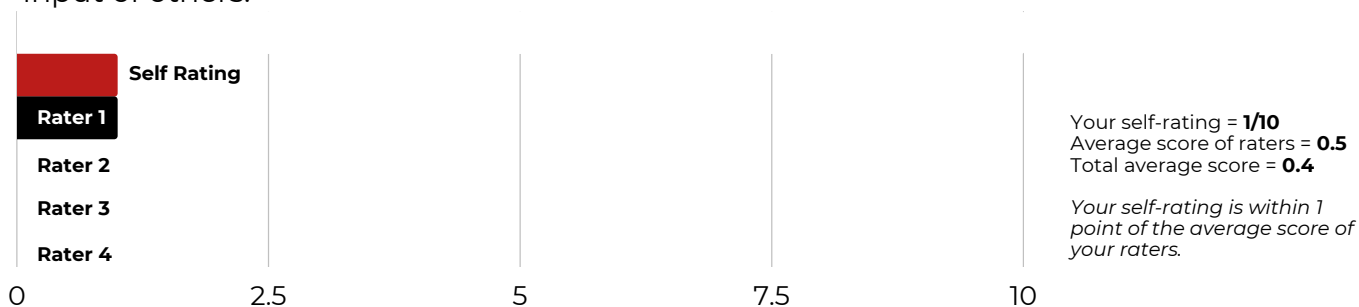
Q26 - William is easily influenced by people who do not align with his personal values.



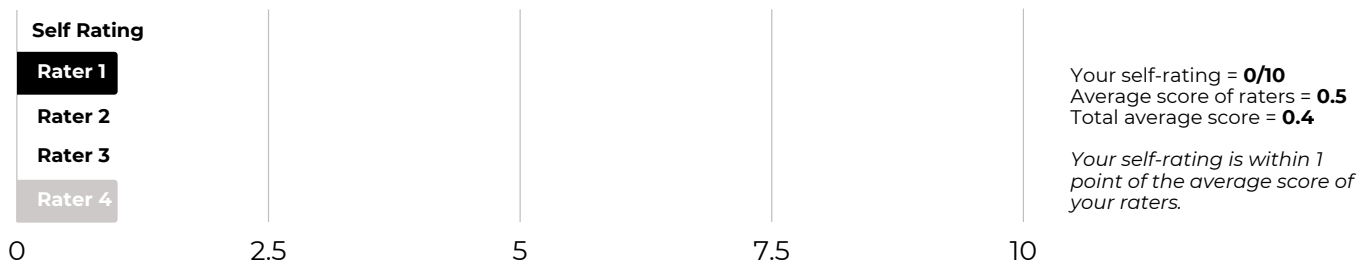
Q27 - William is not always aware of how his personality or communication style may affect others in team contexts.



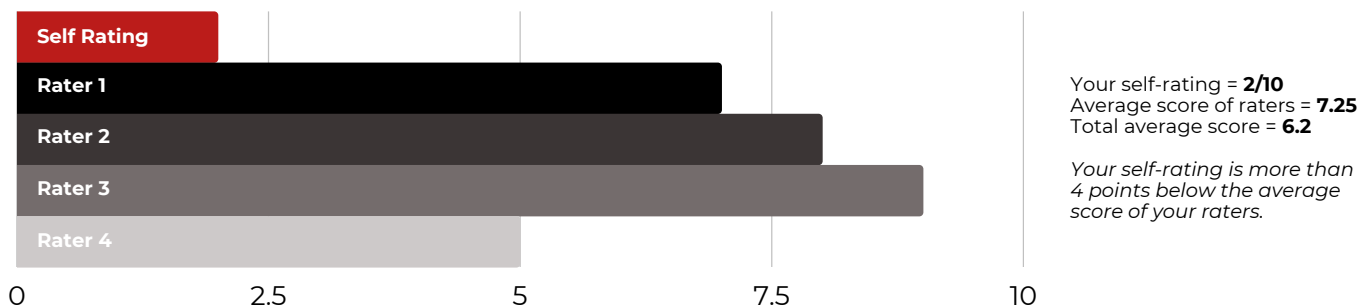
Q28 - William pushes ahead with goals and tasks without sufficiently gaining the input of others.

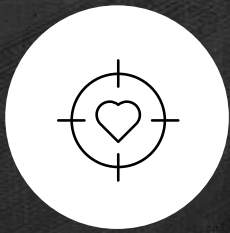


Q29 - William has been known to cut corners and look for the easy way out.



Q30 - William does not always receive or accept feedback about his actions, behavior, or mood.



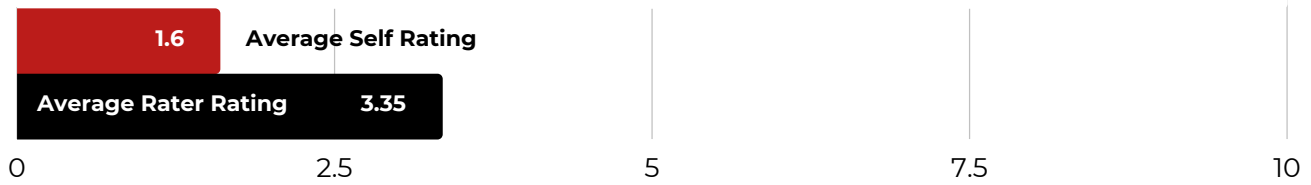


CHARACTER FORMATION SCORE TOTALS

Q21 - Q25 STRENGTH SCORES



Q26 - Q30 DEFICIT SCORES



**Character Formation
Quotient**

79/100



SECTION 4

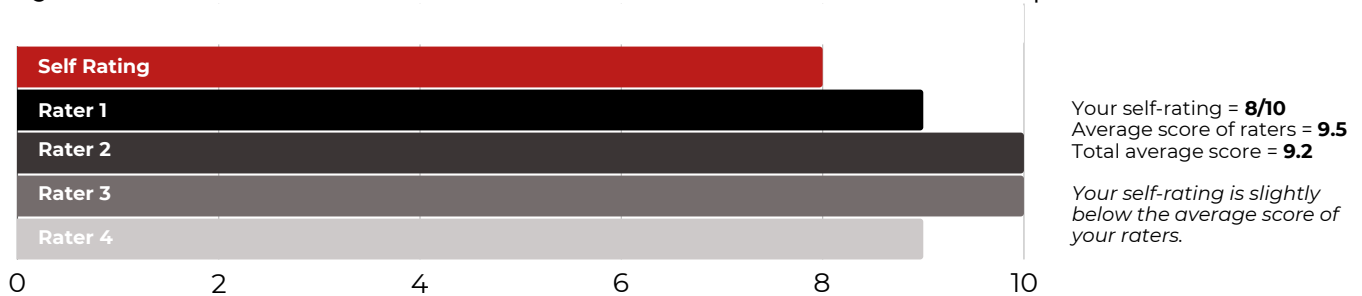
Overcoming Stress & Building Resilience

Uncovering a pathway to well-being & strengthening one's ability to navigate life's challenges.

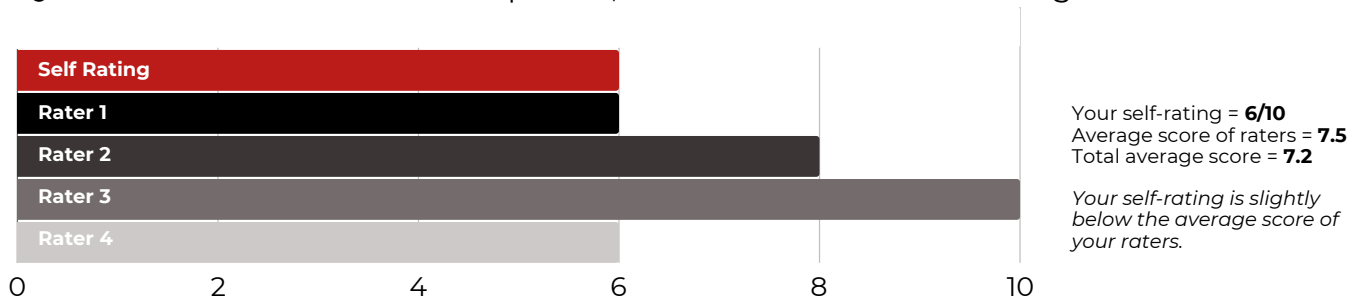
STRENGTHS / POSITIVE QUALITIES

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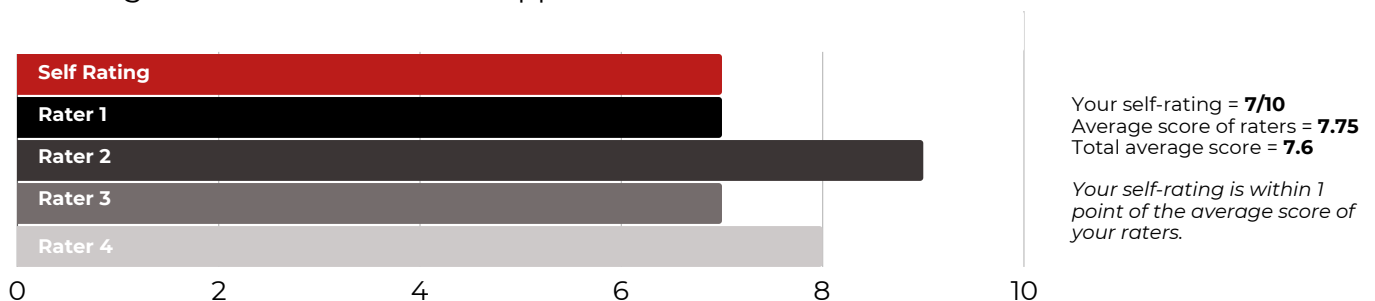
Q31 - William maintains an effective balance between his work and personal life.



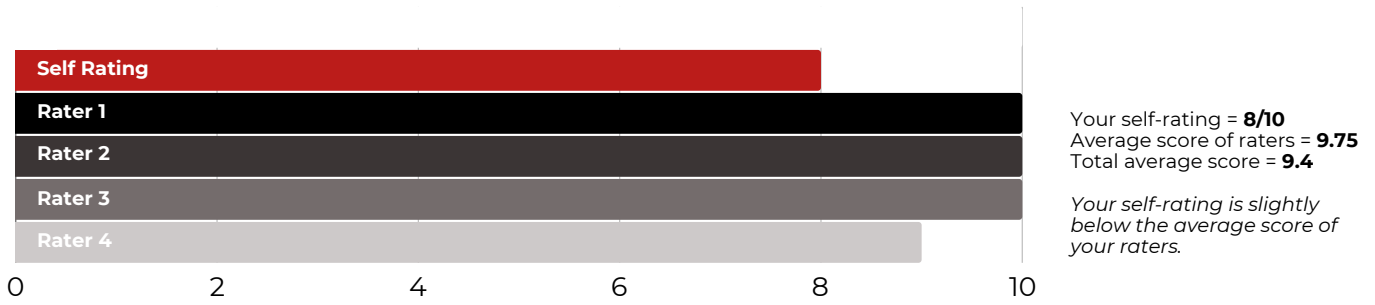
Q32 - William maintains his composure, even in stressful or frustrating situations.



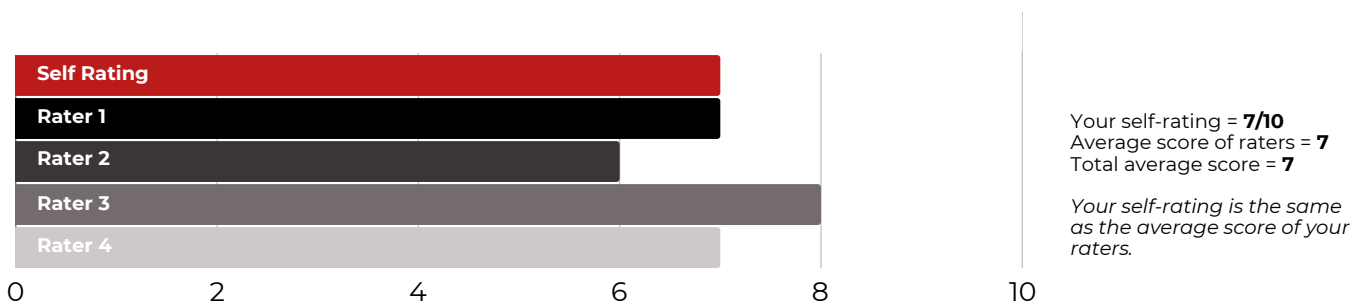
Q33 - William takes quality time for self-care and spiritual enrichment and maintains a strong network of emotional support.



Q34 - William lives and leads with a strong sense of purpose.



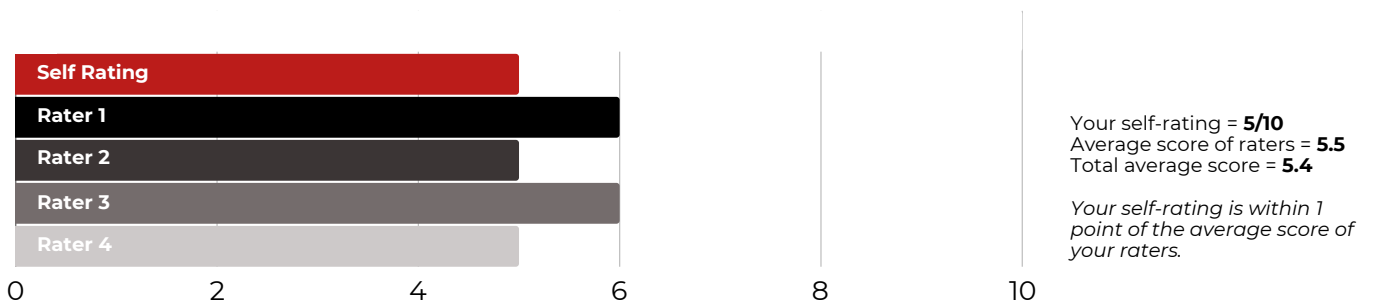
Q35 - William regulates his emotions and moods well.



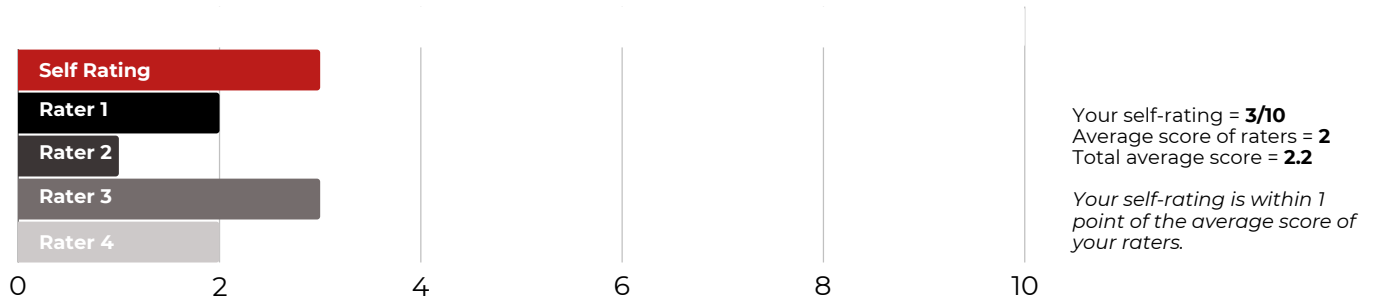
DEFICITS / AREAS OF NEEDED IMPROVEMENT

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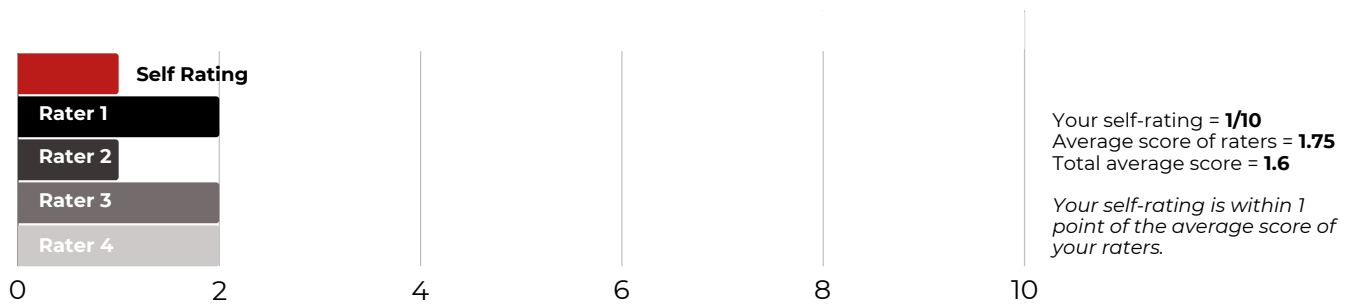
Q36 - William often bottles up his authentic thoughts and represses his feelings or emotions. I wish I knew more about what he thinks or feels.



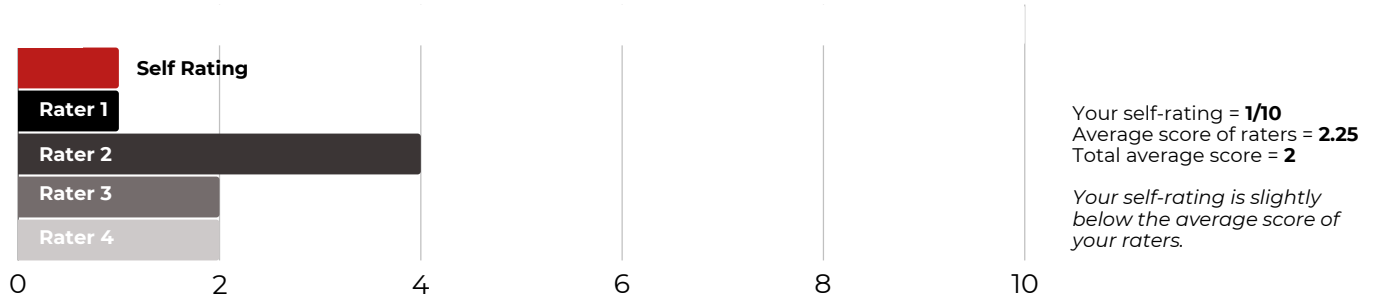
Q37 - William rarely asks for help in his work.



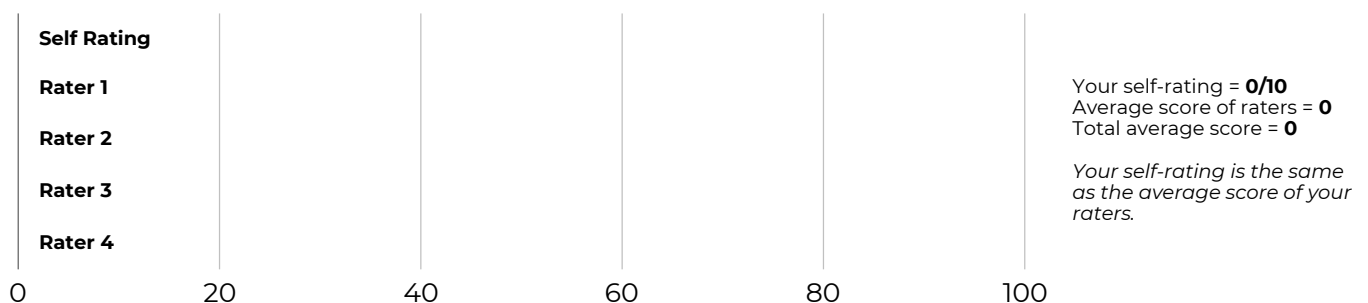
Q38 - William can appear tired or unmotivated at work.



Q39 - William seems distracted, at times, by non-work-related issues.



Q40 - William always seems to be on his phone while interacting with others (excessive texting, social media usage, etc.).



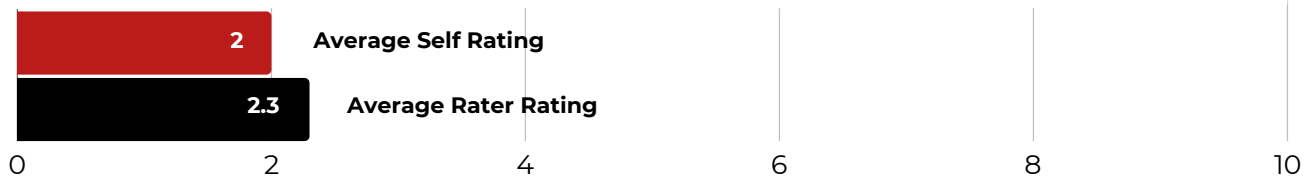


OVERCOMING STRESS & BUILDING RESILIENCE SCORE TOTALS

Q31 - Q35 STRENGTH SCORES



Q36 - Q40 DEFICIT SCORES



Overcoming Stress & Building Resilience Quotient

79/100



SECTION 5

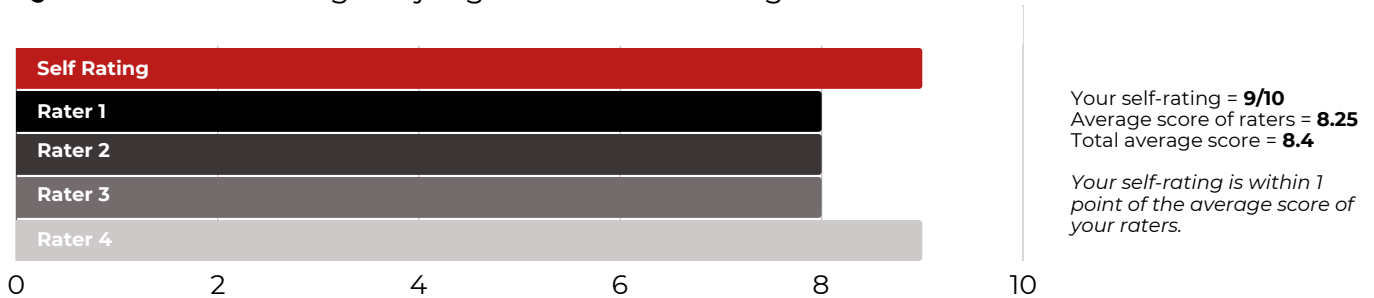
Making Decisions & Navigating Change

Learning how to make critical choices & effectively transition from one season to the next.

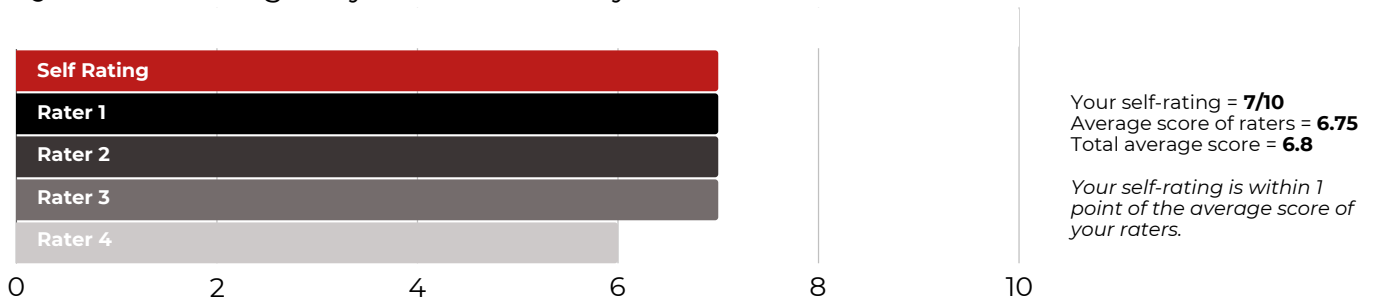
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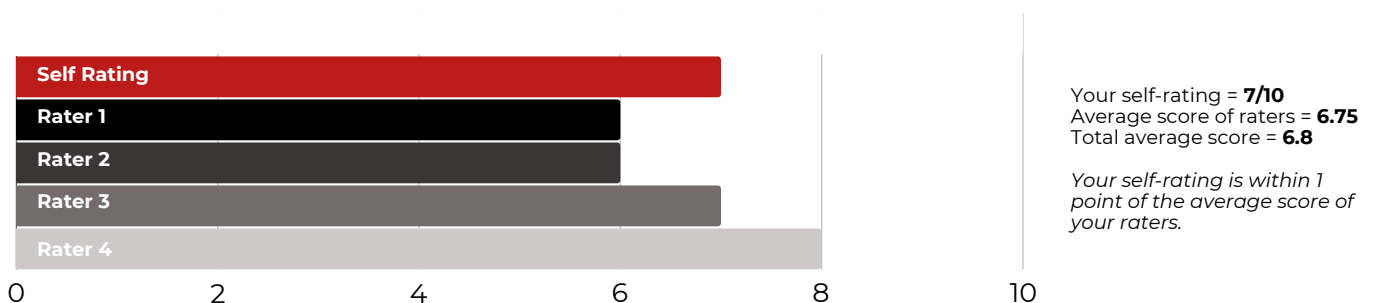
Q41 - William shows good judgment when making decisions.



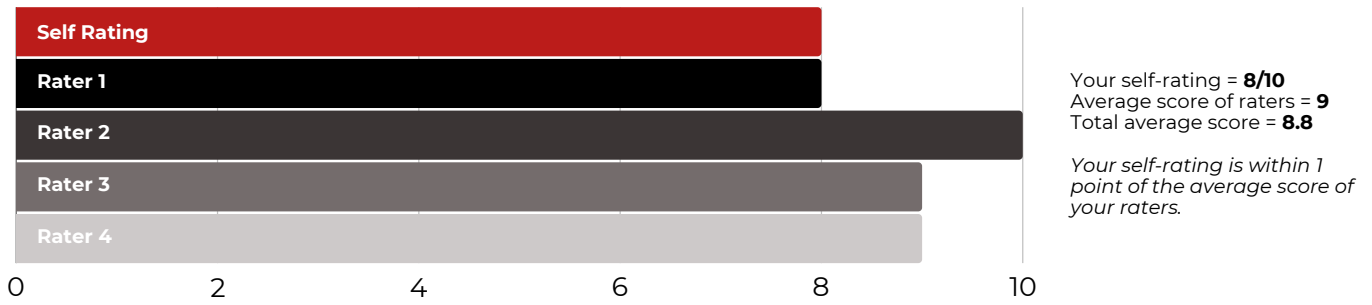
Q42 - William regularly adds value to my life or career with wise counsel.



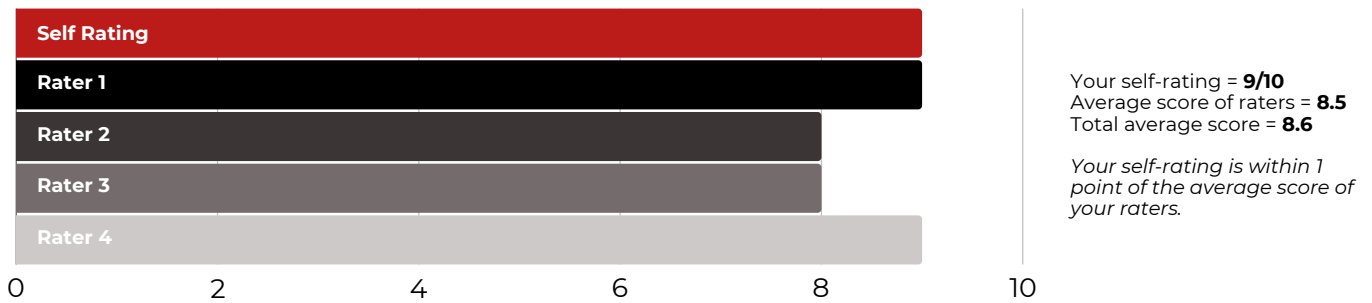
Q43 - William navigates change well and operates effectively in transitions or new environments.



Q44 - William has well-defined personal boundaries and can say “no” when needed.



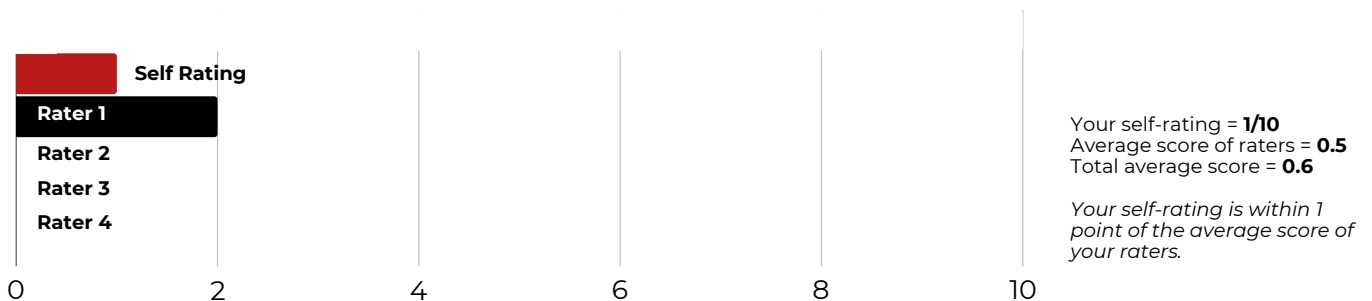
Q45 - William can recognize and admit difficult realities while also maintaining a positive view of the future.



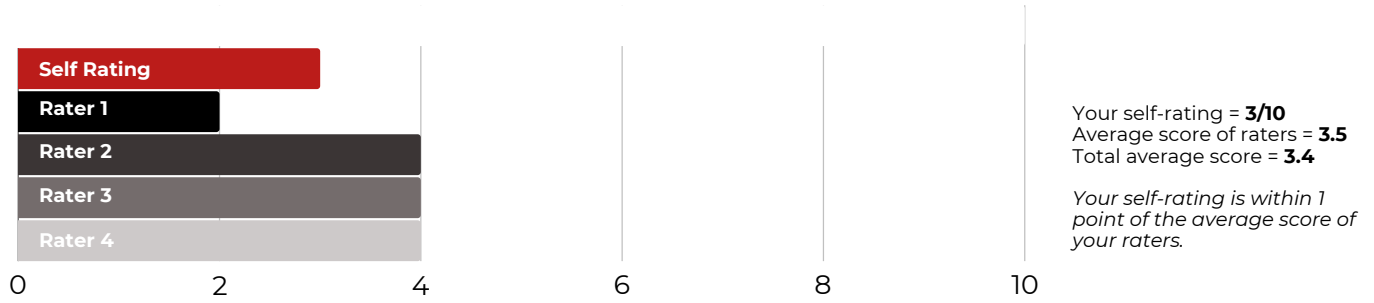
DEFICITS / AREAS OF NEEDED IMPROVEMENT

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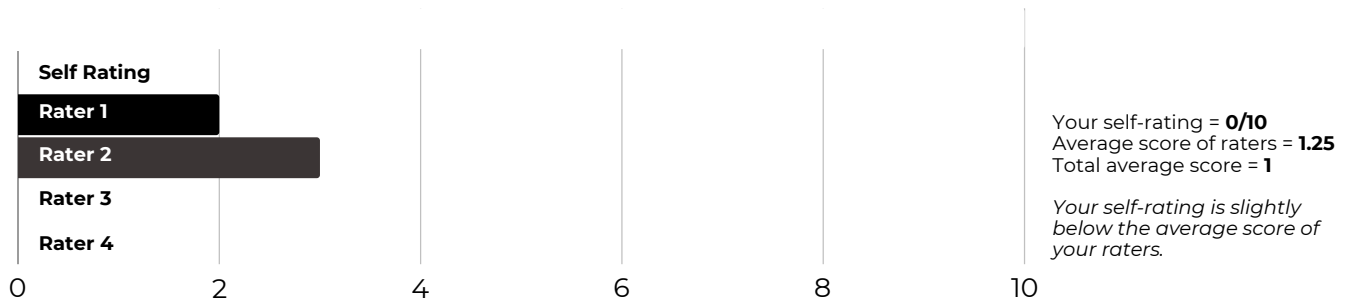
Q46 - William does not always consider the impact of his decisions on others.



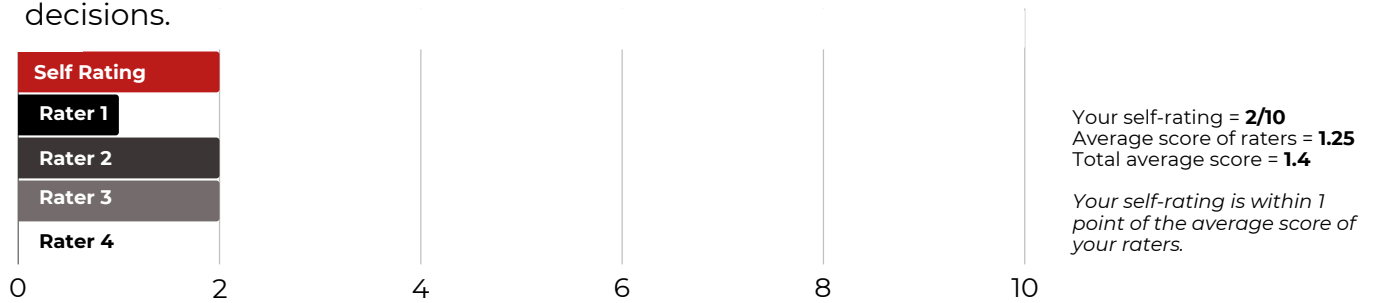
Q47 - William can be slow to adjust or pivot to the needs of the future.



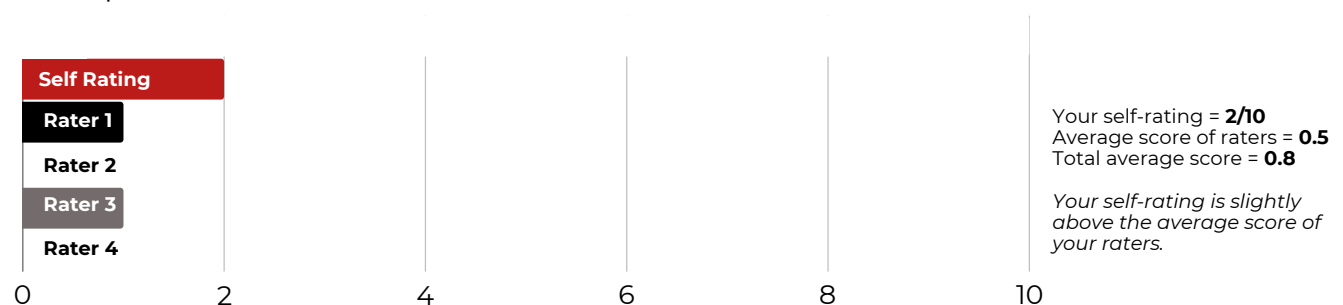
Q48 - William tends to make impulsive and/or hasty decisions.



Q49 - William can seem indecisive or insecure when forced to make crucial decisions.



Q50 - William avoids opportunities for professional or personal growth and development.





MAKING DECISIONS & NAVIGATING CHANGE SCORE TOTALS

Q41 - Q45 STRENGTH SCORES

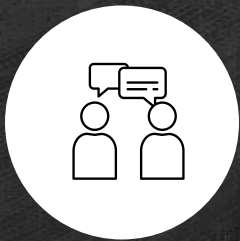


Q46 - Q50 DEFICIT SCORES



Making Decisions & Navigating Change Quotient

82/100



SECTION 6

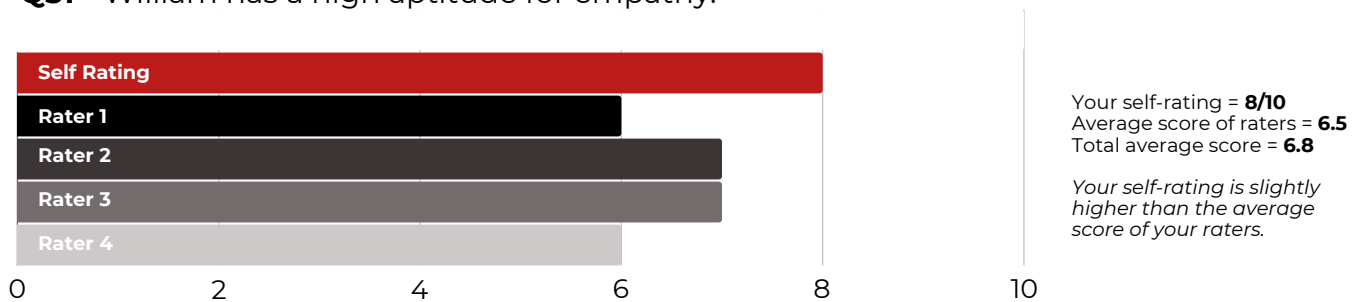
Empathetic Presence

Developing the relational skills needed to cultivate meaningful connections with others.

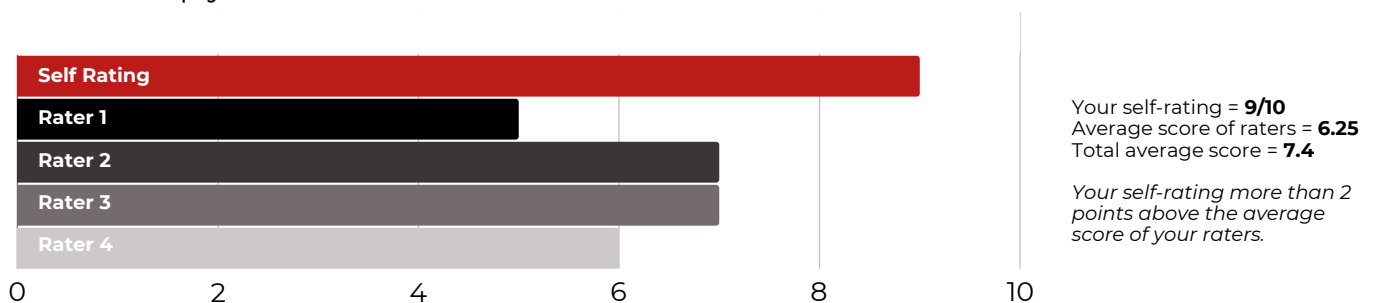
STRENGTHS / POSITIVE QUALITIES

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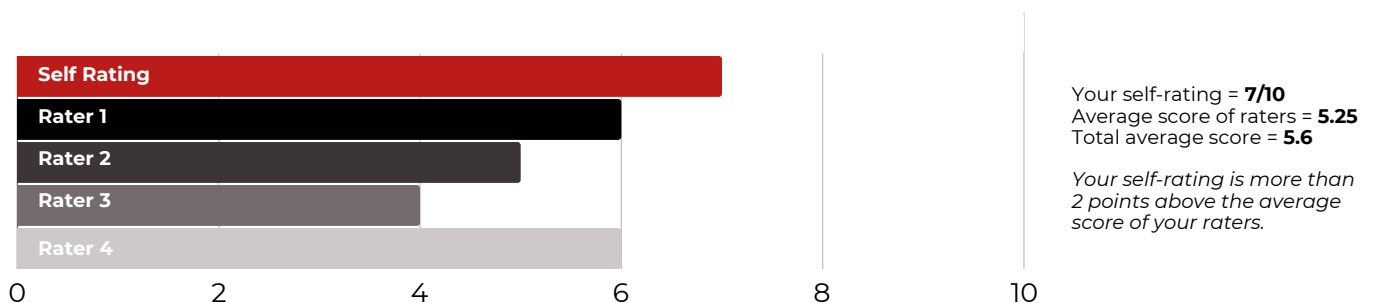
Q51 - William has a high aptitude for empathy.



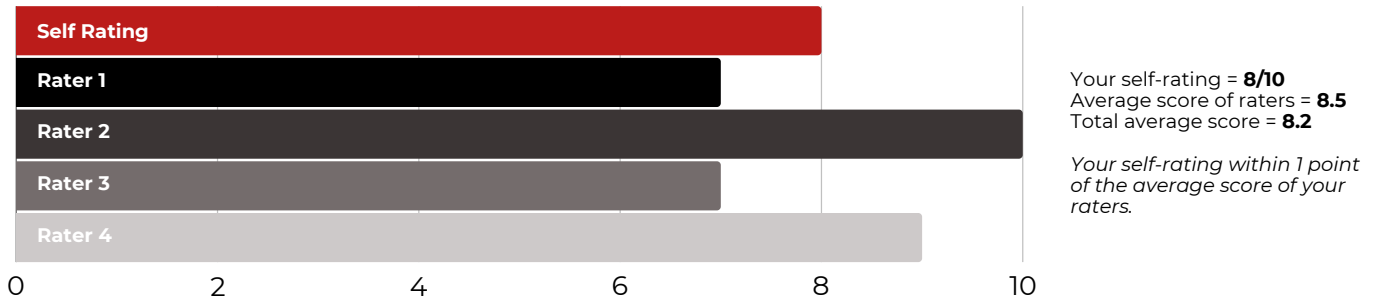
Q52 - William regularly practices active listening with the intent to understand others deeply.



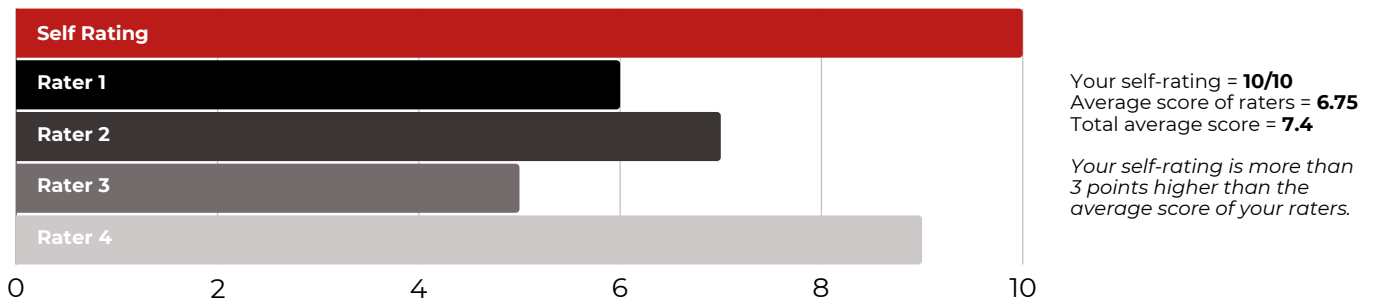
Q53 - William often checks in with me about how I am doing or feeling on a personal level.



Q54 - William has a strong habit of expressing gratitude and showing his appreciation for me and others.



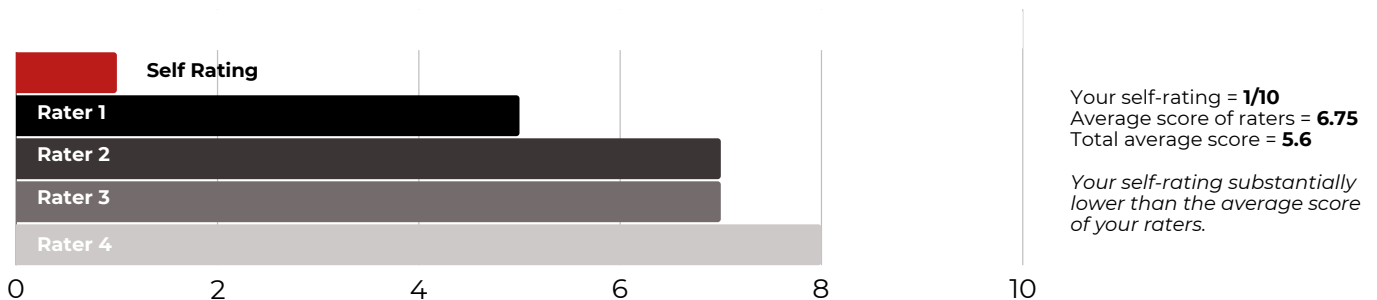
Q55 - William has a strong sense of self-awareness.



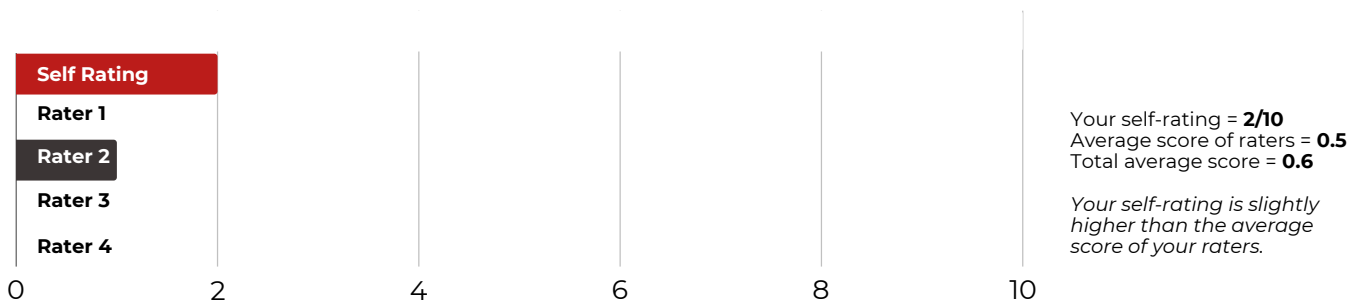
DEFICITS / AREAS OF NEEDED IMPROVEMENT

***General Rule:** Any score above 5 represents an area of concern.

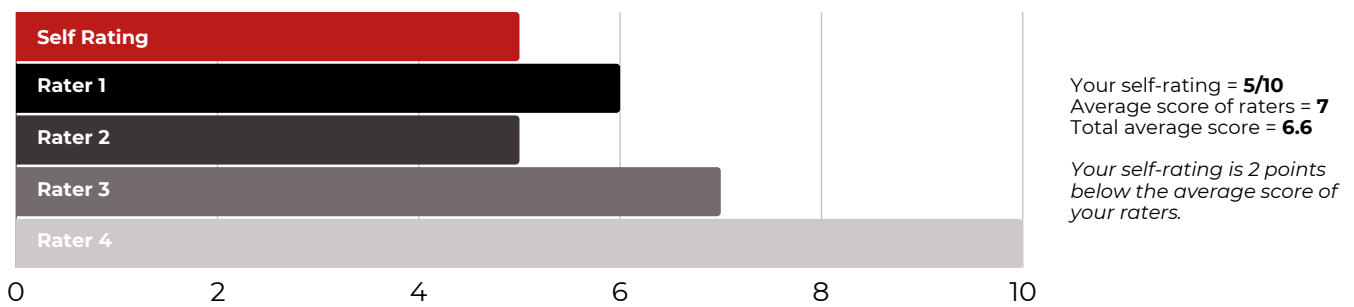
Q56 - William can come across as eccentric, aloof, distant, or unapproachable.



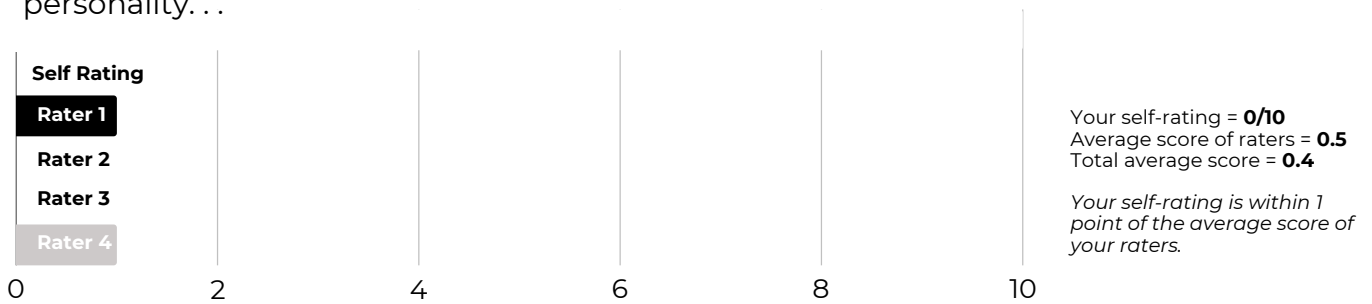
Q57 - William is overly concerned with being accepted and liked and consistently defers to others' opinions.



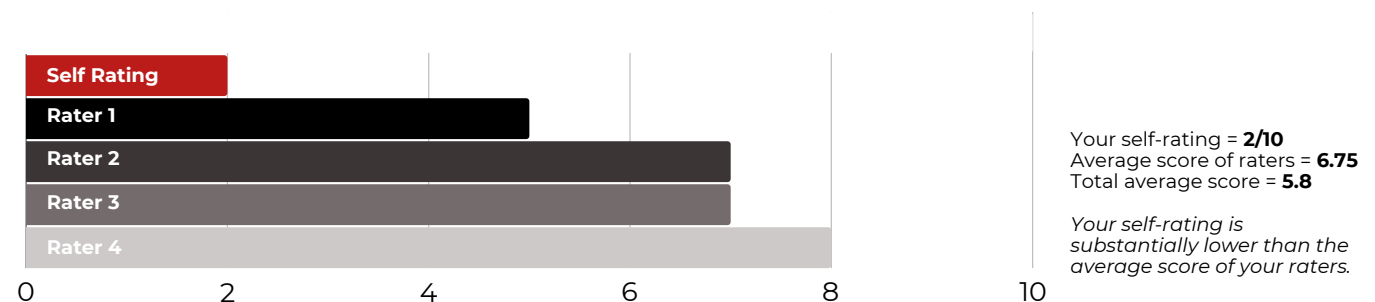
Q58 - William is quick to give advice, share opinions, or present his viewpoint.

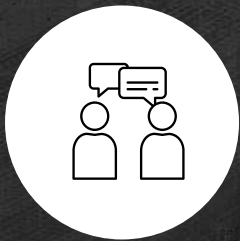


Q59 - William tends to justify his behavior with statements like, "Well, that's just my personality. . ."



Q60 - William can be overly direct, rash, or aggressive when sharing feedback.





EMPATHETIC PRESENCE SCORE TOTALS

Q51 - Q55 STRENGTH SCORES



Q56 - Q60 DEFICIT SCORES



Empathetic Presence
Quotient

66/100

SUMMARY

PERSONAL LEADERSHIP



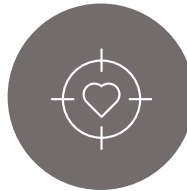
63/100
**Lowest score*

FAITH INTEGRATION



81/100

CHARACTER FORMATION



79/100

OVERCOMING STRESS & BUILDING RESILIENCE



79/100

MAKING DECISIONS & NAVIGATING CHANGE



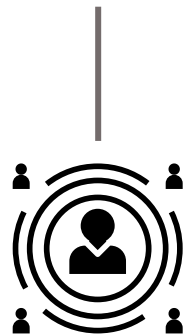
82/100
**Highest score*

EMPATHETIC PRESENCE



66/100

Strength of Influence



75/100

MAKING THE MOST OF YOUR REPORT

The context of work in the twenty-first century demands that we constantly adjust, pivot, and renew our focus. The business environment of the modern world is defined by great change and disruption. Therefore, to lead well and maintain our sense of purpose, we must “lean into the moment” and embrace the needs of the future. This forces us to take a leadership stance defined by continuous personal growth.



Amongst all the demands of modern life and leadership, we are often tempted to switch our personal growth and development to autopilot.



The truth is, however, that growth does not occur on autopilot. It occurs in the context of intentionality, strategic action, and relational support.

This means that we must grow more tactical in our approach to personal and professional development. It also means we must cultivate the supporting and guiding relationships we need to grow from one level to the next.



As your Strategic Mentor helps you to unpack the results of this report, stay focused on your future development as a person. The ultimate purpose of 360° feedback is to inform and guide the development of a strategic growth plan that leads us closer to our ideal self.

As you read your report, it is important to attune to your immediate gut reaction. This can be an accurate indicator of how we perceive our results.

These initial feelings should be embraced, but at some point, we need to get past them to see the data points for what they represent.



Ultimately, we should pay attention to themes and patterns in the feedback. If a particular tendency is emphasized by multiple raters or revealed in multiple sections of the report, it likely represents a repeated pattern of behavior.

These patterns, if positive, can represent an area of strength. If the pattern is negatively perceived by others, it may represent an area of needed improvement or deficit.

At some points, you may believe that other people's perceptions of you are incorrect - that your raters neither understand your job(s) nor the demands and constraints you must work with - and you may even be right. Unfortunately, in this case, being right is not worth much. The purpose of a 360° Feedback Analysis is to reflect *the effect of your influence* on others, not your intent. A question you may need to ask yourself is:

- **“What am I doing that causes people to see me differently than I see myself?”**

Often, the total scope of a person's influence is a combination of their strengths and deficits.



Our **strengths** represent areas of natural proficiency that do not take much effort to develop or cultivate. They may also arise out of areas of deep experience or continued practice.



On the flip side, our **deficits** are areas of proficiency that do not come naturally to us or align with our innate temperament, personality, or communication style. This means that to develop or cultivate areas of deficit, we must invest time, effort, and hard work.

Sometimes, we are unaware that our deficits exist. We may not see them, but they are there and act as **interpersonal blind spots**. In some cases, they are connected to ignored or internalized insecurities. Even though we may not see them or be aware of their impact on our influence, the people around us are.

To develop the quotient of our influence in any area, we must have sufficient levels of relational support, guided assessment, and thoughtful feedback. For many people, however, receiving honest feedback about their behavior or performance can be an anxiety-producing experience.



For many employees, the only time they receive feedback is when the time comes for a salary or performance review. These forms of workplace feedback are often given with the intent of appraisal - which tends to place a certain level of assigned value or judgment on a person.

This style of giving feedback carries a negative connotation and does little to support a person's growth over the long term.



A better way to give, receive, and perceive feedback is with the intent to support a person's future development. This helps people lower their defenses and "take the gloves off" in feedback-sharing environments.

To step into a feedback-sharing environment knowing that everyone present wants you to succeed produces an authentic desire to listen and embrace what is shared.

THE NEEDS OF THE FUTURE

After viewing your scores across the six components of strategic influence, you must now consider what action steps you can take to grow. As you look to the future, consider what kind of leader you need to become. How can you lean into the needs of your current role or job description? How can you embrace personal change rather than avoid it?

Challenge yourself to identify the three most significant points of feedback or self-discovery you received in this report. These will serve as points of focus in the future and inform the development of a personal development action plan.

Once you have identified your top three self-discovery points, write them below.

#1

#2

#3

Once you have had a chance to analyze and interpret your feedback report, you must decide what changes in your behavior you will work on achieving and what practical action steps will be most effective at bringing about those changes.

If you have gained a new image of yourself, you must now use the insight you have gained to plan for the future development of your career. This is a critical juncture in the 360° feedback process.

Research has shown that if participants do not take meaningful steps to translate their feedback into action within two weeks of completing the exercise, they will likely never do so. Consistent and intentional follow-up is proven to make 360° feedback effective in cultivating positive change and career advancement.*

Furthermore, leaders who receive coaching after the 360° feedback process demonstrate more significant behavior change than those who do not receive coaching.*

As you look to the future with a desire to maximize the results of your report, take time to consider the following question:

- **What would a personal development action plan look like for you?**

Ultimately, growth on any level is an incremental process. It does not matter where you start as long as you commit to improving your leadership and behavioral style on a daily basis.

- **To help you grow more tactical in this effort, consider utilizing the template on the following page as a starting point.**

**Lepsinger, Richard, and Anntoinette D. Lucia. 2009. *The Art and Science of 360° Degree Feedback*. 2nd ed (Chichester, England: John Wiley & Sons) 177.

MY 3-MONTH PERSONAL DEVELOPMENT ACTION PLAN

My top 3 personal development goals:

#1

#2

#3

MONTH 1

Action Step 1

Action Step 2

Action Step 3



Anticipated Monthly
Milestone

MONTH 2

Action Step 1

Action Step 2

Action Step 3



Anticipated Monthly
Milestone

MONTH 3

Action Step 1

Action Step 2

Action Step 3



Anticipated Monthly
Milestone

MY GUIDING QUESTION:

How would I describe my ideal self three months from now?

In conclusion, consider what kind of peer support or coaching you may need to motivate and sustain growth in the future.

- **What new relationships may you need to advance in your career?**
- **How can you better cultivate the kind of relationships that strengthen your character and leadership of self?**
- **What kind of support would you need to boost your “Strength of Influence Score” by ten points over the next three months?**

We have discovered at the Strategic Mentoring Group that when the right relationships are working in your favor, personal and professional development are easier than you think.