

Leadership 360

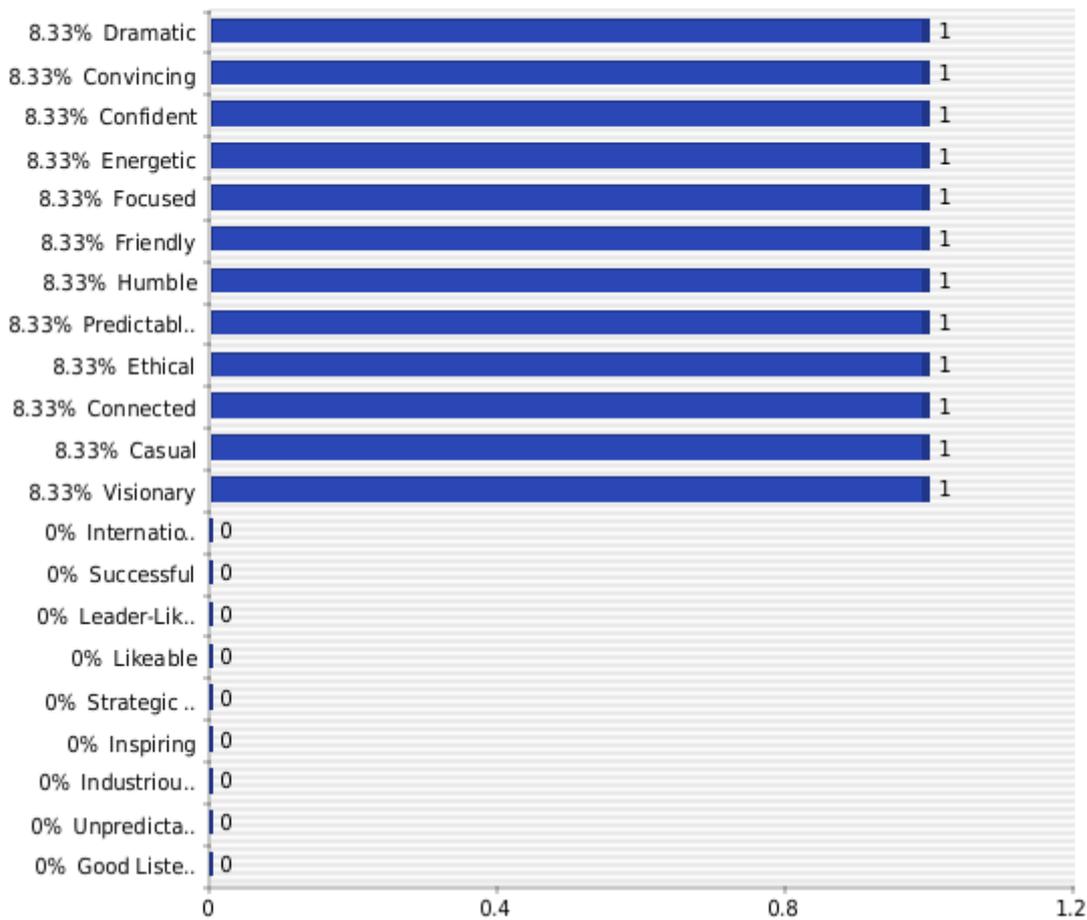
Leadership 360 Coach

Leadership • Presence • Results

Dear Saloni Jagga,

Thank you for concluding your Leadership 360. Your results are included in the following report.

Attributes:



0% Trusting | 0
0% Humorous | 0
0% Methodical | 0
0% Supportive | 0
0% Mysterious | 0
0% Precise | 0
0% Persuasive | 0
0% Quirky | 0
0% Relatable | 0
0% Risk-Takin.. | 0
0% Sophistica.. | 0
0% Global | 0
0% Optimistic | 0
0% Open-Minde.. | 0
0% Organized | 0
0% Spontaneou.. | 0
0% Passionate | 0
0% Sensitive | 0
0% Extroverte.. | 0
0% Collaborat.. | 0
0% Caring | 0
0% Comfortabl.. | 0
0

0% Commanding | 0
0% Competitiv.. | 0
0% Communicat.. | 0
0% Carefree | 0
0% Calm | 0
0% Approachab.. | 0
0% Adaptable | 0
0% Articulate | 0
0% Assertive | 0
0% Big-Person.. | 0
0% Authoritat.. | 0
0% Composed | 0
0% Conceptual | 0
0% Engaging | 0
0% Empathetic | 0
0% Executive | 0
0% Action-Ori.. | 0
0% Forward-Th.. | 0
0% Formal | 0
0% Dynamic | 0
0% Driven | 0
0% Creative | 0
0



Response Count : 12

Please rate the person requesting feedback by selecting a number in each category

Self-Awareness (aware of your own strengths/weaknesses/emotions and how those impact your decisions and behaviors)

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)

Response Count : 2 | Average Score : 8

Decision Making Skills (ability to solve problems and think independently)

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)

Response Count : 2 | Average Score : 7.5

Stress Tolerance (ability to maintain composure despite adversity or setbacks)

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)

Response Count : 2 | Average Score : 7

Adaptability (flexibility/agility, willingness to change course)

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)

Response Count : 2 | Average Score : 6.5

Attention to Dress & Grooming

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)

Response Count : 2 | Average Score : 7

Effective Use of Body Language & Tone

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)

Response Count : 2 | Average Score : 7.5

Mood & Demeanor

1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	100% (2)	0% (0)	0% (0)

Response Count : 2 | Average Score : 8

Energy Level									
1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)
Response Count : 2 Average Score : 7.5									

Interpersonal Skills (ability to communicate and listen effectively)									
1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)
Response Count : 2 Average Score : 7									

Approachability & Capacity to Build Rapport									
1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)	50% (1)	0% (0)	0% (0)
Response Count : 2 Average Score : 6.5									

Empathy (ability to recognize and understand others' perspectives)									
1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	0% (0)	50% (1)	0% (0)	0% (0)
Response Count : 2 Average Score : 7									

Collaboration (ability to work successfully as part of a team)									
1	2	3	4	5	6	7	8	9	10
0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	0% (0)	50% (1)	50% (1)	0% (0)	0% (0)
Response Count : 2 Average Score : 7.5									

Organizational Challenges:

Of the problems or “pain points” faced by this person’s organization or clients, which ones does he/she typically solve? (Examples: Reframing complex data into simple and useable formats; transforming lowperforming teams into more productive groups; igniting change within a stagnant corporate culture)

igniting change within a stagnant corporate culture

Reframing complex data into simple and useable formats

Response Count : 2

What qualities or characteristics differentiates this person in a positive way from his/her counterparts?

What is this person’s unique selling proposition? (Examples: Speaks five languages; can quickly assess the situation and determine the problem; has a calming influence in high-stress situations)

igniting change within a stagnant corporate culture

Reframing complex data into simple and useable formats

Response Count : 2

What tactical tips (preferably 2-3) would you recommend to improve the effectiveness of the person requesting your feedback?

Answer briefly.

igniting change within a stagnant corporate culture

Reframing complex data into simple and useable formats

Survey Comments

Development Suggestions For the *Brand 360* Survey

Thank you for using the Leadership 360.

After reviewing your results, identify the ranking categories with the greatest opportunities for your personal improvement. More specifically, compare these measured perceptions with your brand rating self-assessment to uncover any gaps that could be slowing your career progress. Once you've pinpointed these areas for targeted action, you can leverage that insight to make a powerful impact on your ability to perform, collaborate and lead.

The following development suggestions are provided to guide you in strengthening your unique personal brand.

For additional development support and tools, please visit www.saracanaday.com.

1. Self-Awareness

- Re-assess your own professional strengths and weaknesses on a regular basis. Be honest about the areas where you might need some improvement, remembering that even the most successful leaders have behaviors that could be more effective.
- Continue to seek feedback from your colleagues about your professional strengths and weaknesses. Pay close attention to their responses (verbal and nonverbal) during interactions. Ask for feedback in informal settings or use another survey to gather the data you need. When you consistently collect feedback as an ongoing process, you can make the adjustments needed to increase your effectiveness. Many times, small changes can have big impact.
- Identify the pertinent gaps in your personal brand that could be undermining your ability to reach your professional goals. Rather than thinking about these gaps as mistakes, consider them opportunities to put helpful strategies into place and dramatically accelerate your career.
- Observe the impact you are having on others over time. This will help to keep you focused on how your strategies and approaches are helping you accomplish your goals and indicate whether you need to further adjust your behaviors.
- Capitalize upon your talents. By focusing on your strengths, you are better able to leverage your skills to their full extent, which will aid in fostering your professional growth. For instance, if you are adept at public speaking, volunteer to deliver a presentation at the next meeting.
- Ask selected colleagues to give you feedback on your willingness to hear candid viewpoints or constructive criticism. Are you open to hearing the opposing side of an issue? Listen to their perceptions of your behavior, look for patterns and, if necessary, create a plan to appear more receptive.
- Ask selected colleagues to give you feedback on your willingness to hear candid viewpoints or constructive criticism. Are you open to hearing the opposing side of an issue? Listen to their perceptions of your behavior, look for patterns and, if necessary, create a plan to appear more receptive.

2. Decision-Making Skills

- Set up your criteria for decision-making using a routine filter:
 - Does your decision align with business values and priorities?
 - Is your solution viable and will others support it?
 - What kind of impact will it have on your team, your organization, and your clients?
- Get in the habit of gathering all necessary data before making a decision. Identify facts, consider assumptions, involve those you believe have a stake in the outcome, and ensure all relevant perspectives have been considered.
- Resist the urge to rely too heavily on your own experiences to make decisions. Draw on people within and outside your team, company and industry. Ask questions and seek advice from experts on important issues.
- Determine whether your decision-making is driven too frequently by emotions. If so, give yourself ample time to gain perspective and pursue a decision that is based on facts and logical analysis.
- Analyze the typical timeline of your decision-making process.
 - Does your decision align with business values and priorities?
 - *Too fast?* If you tend to make quick, impulsive decisions, implement a more methodical approach with multiple steps or criteria to ensure a well-thought-out result.
 - *Too slow?* If you procrastinate when making decisions, immediately turn to others or push decisions upwards, take time to think about the reasons behind that. Is it a bad habit? Do you lack the facts you need? Or do you simply lack confidence? To avoid the perception of indecisiveness, set deadlines for making decisions, present recommendations rather than problems to your manager, and limit tentative language. Then stand by your decisions.

3. Stress Tolerance

- Be vigilant that you aren't taking on too much. Subtle changes in your emotions may be signaling that you are close to exhaustion. Write down descriptions of your emotions and any accompanying physical sensations. When you notice emotional changes, like hesitation to take on a new assignment, don't dismiss their importance. It is quite possibly a sign of stress.
- Set boundaries at work. When work continually encroaches on your personal life, job satisfaction plummets and your quality of life can suffer. Diplomatically vocalize your concerns about the work volume when appropriate, and implement a flexibility plan to ensure that most of your nights and weekends are yours.
- Identify people and situations that cause your stress, and try to pinpoint what triggers that stress in each circumstance. Remove or minimize those stressors whenever you can. For times when that's not possible, develop a plan to reduce the intensity of your reaction.
- Choose an appropriate time and place for holding difficult conversations to better manage your emotions. Find a quiet, private space without time limitations, so that you can remain calm and use a slow, steady voice to set the tone.
- Recognize that others may not be as well equipped to withstand and cope with high levels of stress as you are. Pay close attention to the way your team members or direct reports respond to multiple demands and stressors with high frequency and intensity. Be sensitive to others' ability to withstand stress, and respect their level of pace and productivity.
- Make a list of personal signals that indicate you are losing your composure—a rapid pulse, shallow breathing, a clenched fist, or nervous gestures. Prepare in advance certain tactics you can use when you begin to experience these signals. For example, you could excuse yourself, ask to reschedule, or remind yourself that the situation is difficult for everyone.
- Use a support network to cope with work challenges. Talk with trusted colleagues who can help you handle the pressure, listen to you vent, and help you think of viable solutions.

4. Adaptability

- Try not to react immediately when you first encounter a change. Give the new approach some time before you decide exactly how you feel or give your opinion.
- Seek out opportunities to work in unstructured situations, such as informal design groups. Instead of trying to avoid the more creative side of team dynamics, look at them as opportunities to practice being more flexible.
- Be a role model for versatility. Maintain a positive outlook and even a sense of humor when facing adversity or continuous change. Instigate changing a structure, setting or procedure to let others know you are open to trying new things.
- Ask people to challenge your thinking when you are being inflexible about something. Then challenge yourself to genuinely listen and consider other viewpoints.
- Instead of dreading change, anticipate it. Pay attention to what is happening with business conditions in your industry and your organization. How might your skills and/or priorities need to shift? What can you do to be ahead of the curve?
- Be willing to adapt to others working styles and schedules. For example, when scheduling meetings, offer to meet at a time or place that is convenient for them, rather than you.

5. Attention to Dress and Grooming

- Never underestimate the power of your image. Clothing and grooming are key factors in how others perceive our talents and our potential. Take an objective look at yourself. How might others interpret your clothing and grooming choices? What does your visual image say about you and your professional goals?
- Take control of the nonverbal messages you are communicating with the clothing choices you select. If you're unsure about the dress code, err on the side of being more formal rather than less. A good rule of thumb is to dress for the position you want before you have it.
- Harness the power of your unconscious mind. Being well dressed actually affects our behavior, and research shows that we take ourselves (and our tasks) more seriously when we are well groomed.
- Follow these dress and grooming tips for conveying confidence, credibility and trust:
 - Hair, nails, and body should be squeaky clean and well maintained.
 - Strive for a polished, professional look with clothing and accessories, including coordinated separates and monochromatic pieces.
 - Make sure clothing is spotless, pressed, and well tailored.
 - Add quality shoes, belts and tailored jackets to add an air of distinction and success.
 - Choose high-quality clothing in rich, dark colors and harmonious color schemes.
- Avoid overly casual, outrageous, dated, provocative, or worn-out attire that can sabotage your success, rob you of your personal power, or announce you as a less-than-serious player.

6. Effective Use of Body Language

- Assess whether your words match your body language. You may not intend to show frustration or anger, but nonverbal behaviors can give the impression that you are stressed, not listening, or don't think others' views are important.
- Use concrete nonverbal cues to indicate that you are friendly and respectful: put aside other work, smile, make eye contact, look interested, and lean toward the person as you are speaking.
- Avoid distracting or disempowering mannerisms, such as mumbling, repeating, apologizing, being vague, speaking in a monotone voice, or constantly using filler phrases like "um," "ah," and "you know." Make sure you aren't unconsciously jingling the change in your pocket, twirling your hair or staring at the floor.
- Supplement a somewhat-timid appearance with carefully selected words that reinforce your message and command of a situation. Choose words that are more dramatic and powerful than you would generally use to express your confidence and certainty.
- Create a powerful presence in a room with your stance, posture and deliberate hand gestures, striving to take up more physical space when appropriate.
- Look for an opportunity to videotape yourself giving a presentation or engaging with others in a meeting. Watch the replay with the sound turned off, and look for ways that you could enhance your message by adjusting your nonverbal communication. Improvements in eye contact, stance, facial expressions and arm gestures could make a big difference in your overall impact.

7. Mood & Demeanor

- Be authentic. Constantly putting up a "game face" at work will exhaust you, and others will perceive you to be disingenuous. Mild fluctuations in mood are natural; big swings signal unwanted drama.
- Remember that your mood and disposition are clearly projected through your body language. Convey engagement and interest by leaning forward when listening, using hand gestures when speaking, and standing tall with an open posture.
- Capture a conversation over the phone or videotape yourself in a meeting. Listen to your tone of voice and evaluate how that indicates your mood and demeanor. Do you sound pleasant? Bored? Frustrated? Observe your body language, facial expressions and, most importantly, how others reacted to you. Do your nonverbal cues give away your true mood? What adjustments could you make to project a more positive demeanor and improve others reactions?
- Show clear signs of friendliness. Other people can literally decode your mood by looking at your facial expressions, one of the richest sources of information about your demeanor. You can widen your eyes to show emotion, raise your eyebrows to show interest, and smile to convey positive feedback.
- Reflect on your emotional state at work. Awareness of your own emotions helps you understand how you might be conveying these to others through your mood and disposition.
- Observe the professionals in your organization who others seem to be naturally drawn to. Watch them in action and take note of what mechanics they naturally employ to convey a friendly, likeable, and genuine disposition.

8. Energy Level

- Think about how often and how well you convey a sense of urgency related to a project or business issue. Solicit feedback from others to find out how they perceive your ability to communicate a sense of urgency. Are you seen as energetic and able to accomplish a lot of work? Or unnecessarily high-strung?
- Use the tone and volume of your voice to show passion and interest during a dialogue. Make sure to vary your tone and inflection so that all of your messages don't have the exact same level of energy.
- Watch the way people react to enthusiastic speakers. Note the behaviors that elicit a positive response and try to incorporate those the next time you are leading a discussion.
- Don't force enthusiasm and energy, especially if that would seem wildly out of character for your personality. You don't have to be overly animated to show that you are excited about an idea. Let your natural enthusiasm and commitment to your message show. In addition, make a conscious choice to use words that help to convey your energy and passion.
- Determine which projects and environments fill you with energy, and throw yourself into those as much as possible. Identify people who bring energy to projects, and team up with them when you can. Also notice which projects, people, and environments drain you of energy, and do your best to manage the impact they have on you. You might "bookend" energy-zapping meetings with conversations or tasks that tend to rev you back up. Simply being aware of what drains or energizes you will help you make choices to perform at your best.
- Make your best impression by scheduling important tasks or meetings when your personal energy level is typically at its peak. Are you most productive first thing in the morning? At night? Right after lunch?
- Show your enthusiasm and energy as you talk about others' goals and interests, and indicate some level of support by offering advice, anecdotes, or simply positive affirmation.

9. Interpersonal Skills

- Consider how your personal style affects other people. For example, if you have a strict or demanding style, people may feel intimidated, overwhelmed, or nervous when they are interacting with you. Work to adjust your style so that you leave people feeling better, not worse.
- Observe others. What do their facial expressions, tone of voice, word selection, and body language tell you about their moods? Picking up on small emotional signals during your interactions will help you adjust your behavior in a proactive way that demonstrates your empathy and strengthens your relationships.
- Set objectives in all of your interactions to concentrate on tasks and people. Instead of focusing solely on transactions, take time to check on the relationship side of things. Ask others about their thoughts, feelings and reactions.
- Communicate more openly so that others know what you are thinking and feeling. This will help build trust, allow others to understand your position, and give them a clear invitation to reciprocate.
- Look closely to find the factors that could be contributing to the problem if you have difficulty building a relationship with someone in particular. You may have a personality conflict or may not share the same concerns. Try to determine the root cause. Are there minor adjustments you could make in your attitudes or behaviors that would open the door for better interactions?
- Show genuine interest in the people around you, regardless of their backgrounds, ages or levels within the company. Adopt the attitude that you can learn something from every individual, even those you don't like or consider "difficult." Search for each person's unique contribution to the team: knowledge, skills, approaches or outlooks. Despite any differences, make a point to discover a common interest, experience, and perspective that you share.

9. Interpersonal Skills

- Periodically send people information that they might find helpful interesting articles, breaking industry news, or notices of upcoming events. Taking the time to share these items demonstrates your interest in them and helps to strengthen your professional relationships.
- Serve on a cross-functional committee to work with professionals in other areas. Make an effort to stay in touch with these people once your involvement with the committee has ended.
- Identify three people you would like to add to your professional network. Contact them, and set up a time to get together. Relationships take time to build, but they can be priceless when teamwork is essential for meeting your goals.

10. Approachability & Rapport Building

- Ask trusted coworkers or friends about their first impressions of you. Do you seem friendly and approachable or intimidating and gruff? Do your gestures and speech patterns make people feel comfortable or uneasy? Actively take steps to make improvements.
- Show interest in people as individuals. Plug in, and pay attention to what they say about their interests, likes, and dislikes. Apply that information over time to reinforce your commitment to building rapport.
- Use humor to ease awkward silences or tension. It can also help to break the ice when you are meeting new people. Appropriate humor helps people see you as personable and warm.
- Consider your body language. Are your arms usually crossed and your brows furrowed? Others may see you are "closed off," unhappy or even angry. If you suspect that others perceive you to be less-than-welcoming, ask a coach for feedback about your body language and take specific steps to appear more approachable.
- Be visible to your team. Frequently walk around your area, check in with folks virtually, and talk to them about their work. Staying connected is an essential part of successful teamwork.
- Encourage others to come to you with problems or concerns, and make yourself accessible. Colleagues will be more likely to seek out your opinion and expertise if they know you ready and willing to participate.
- Share some of your personal interests. People will feel more comfortable sharing their interests with you if they see that you are willing to reveal information about yourself. Finding common ground on any subjects families, sports, great restaurants can begin to build a foundation for working together more effectively.

11. Empathy

- Identify people who are empathic yet efficient communicators. Observe their communication style in practice, taking note of how they balance their ability to meet organizational demands while remaining empathetic and respectful.
- Listen carefully before you talk to ensure your expressions are at an appropriate intensity, especially when you want to contribute a differing point of view. Then be vigilant of others reactions, both verbal and nonverbal.
- Seek to understand the other persons perspective, and temporarily set aside your own idea, proposal or agenda. Maintain appropriate silence; listen for content and emotions. Then use all of that feedback as context when you express your opinions or provide recommendations.
- Learn the power of questions. You can demonstrate empathy just by asking the right questions and showing your interest in finding an appropriate solution or compromise. Ask open-ended and clarifying questions with phrases like: "tell me more," "can you describe?" or "help me understand."
- Use active listening skills like paraphrasing, reflecting, and summarizing to improve your communication and ability to understand others perspectives. Watch your talking-to-listening ratio. Make sure you are listening more than 50 percent of the time, especially if you are trying to decipher what someone really thinks. If youre singularly focused on your own argument or planning your rebuttal, you may find it difficult to listen to an opposing view with an open mind.
- Assess your true willingness to hear peoples views, as well as your level of patience when they speak. Guard against immediately evaluating and critiquing what others say, giving yourself time to uncover their reasoning. Search for hidden value in ideas that might seem counterintuitive on the surface.
- Make sure your empathy doesnt get in the way of handling tough conversations or decisions. Being empathic does not mean being overly nice in every situation; you still have deadlines to meet and so does your organization. Give yourself time to prepare so you can effectively approach a difficult interaction:
 - Write down what you want to say and rehearse it.
 - Show respect for peoples reactions, but dont let them derail you.
 - Be careful about mirroring the others emotions in these instances, since that will likely intensify their reactions. For example, if the news you are bringing someone could cause anger, becoming angry yourself will probably make the situation more heated.

12. Collaboration

- Identify an individual outside your team whose relationship with you is superficial at best. What have you done to earn this person's trust and willingness to help you? List what you think this person needs from you. What value could you provide? Meet with this person to confirm your perspective. Emphasize the importance of understanding mutual needs, and arrive at an action plan to support one another on common goals.
- Find opportunities where you can help your team members unlock their individual potential; the most successful professionals find ways to support and encourage others.
- Make it easy for peers and colleagues to help you. Start small by seeking advice or information about a specific project or issue. Over time, you'll develop the rapport to ask for support or resources on a larger scale.
- Reflect on how you spent your time last week. What activities and tasks took the most hours in each day? Which of those tasks were focused on improving yourself versus your team or those you lead? Recognizing that helping others is the key to accelerating your own career, consider adjusting your schedule for the next month by investing more time to support others.
- Assess how you typically state your views in a group setting or team project. Do you tend to use "I" more than "we"? Do you project a positive outlook or the voice of doom? Do you tend to blurt out things like, "That will never work"? Or do you sometimes use a sarcastic tone with phrases like, "Obviously" or "OK, look"?
- Take the time to thank individuals for offering their candid opinions, regardless of whether you agree with them or not.
- Do not allow yourself to become so busy, preoccupied, or self-centered that you fail to notice and include the needs and concerns of others.