



Whiteboard

Maximizing Human Capital

RESPECT™ – 360° Leader Report

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Report Overview

Whiteboard's 360° assessment instrument evaluates supervisory and leadership skills within the context of the RESPECT Model. According to this model, effective leaders actively engage and influence others by treating them with RESPECT, specifically:

- **R**ecognition: Recognizing, acknowledging and showing appreciation for others.
- **E**mpowerment: Providing others with the tools and resources to be successful.
- **S**upportive Feedback: Delivering regular performance feedback.
- **P**artnering: Fostering a collaborative working relationship.
- **E**xpectations: Setting clear and realistic expectations.
- **C**onsideration: Showing thoughtfulness and consideration toward others.
- **T**rust: Demonstrating confidence and faith in others.

In addition to these seven factors, the instrument also assesses the extent to which a leader directly demonstrates respect to others.

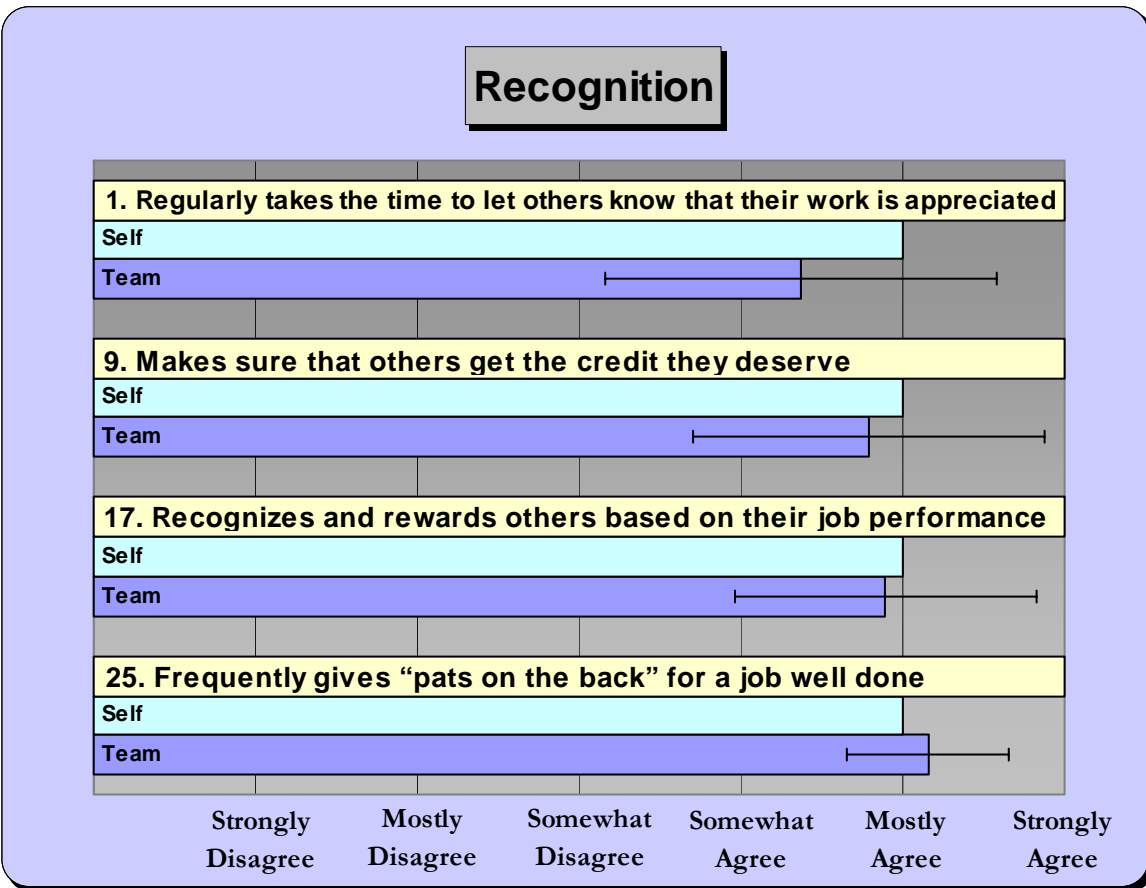
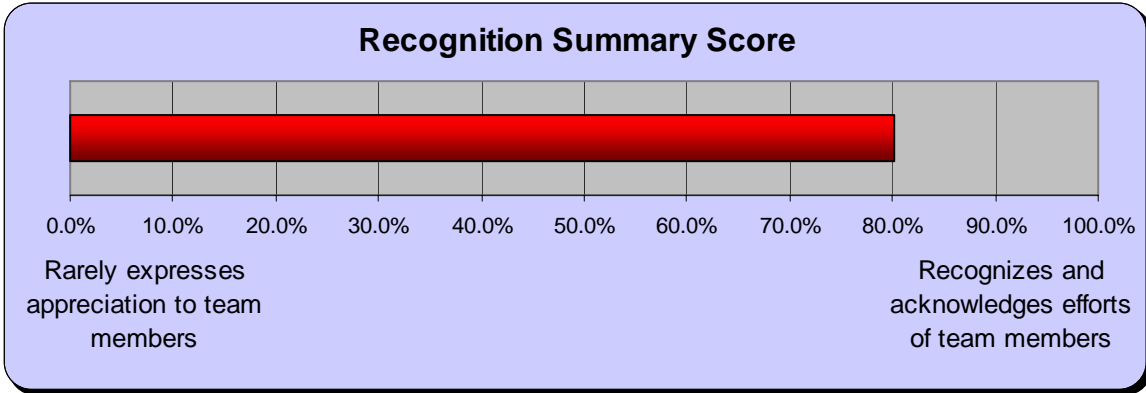
The assessment instrument contains 32 statements (4 statements per factor) scored on a 6-point Likert scale from "Strongly Disagree" to "Strongly Agree." Within the instrument, statements are rotated by factor, e.g., items 1, 9, 17 and 25 assess the Recognition factor. (See Appendix A for copy of instrument.) Given the nature of the 360° approach and variability among respondents' familiarity with the leader, responders may choose to skip any item which they feel unqualified to answer.

The report contains individual item analysis by responder group, as well as summary scores by factor and item. Summary factor scores represent a percentage of total possible points per factor. (Numerical values were generated by converting nominal Likert responses, i.e., "Strongly Disagree"=1 . . . "Strong Agree"= 6. All items are positively phrased, thus, no reverse scoring was required.) In addition, a summary "self" vs. "other" table was generated and sorted by the magnitude of the difference score.

Responses to three open-ended questions provide leaders with additional feedback that complements and enriches the quantitative analysis. As always, any particularly critical responses to these open-ended statements should be taken with a "grain of salt."

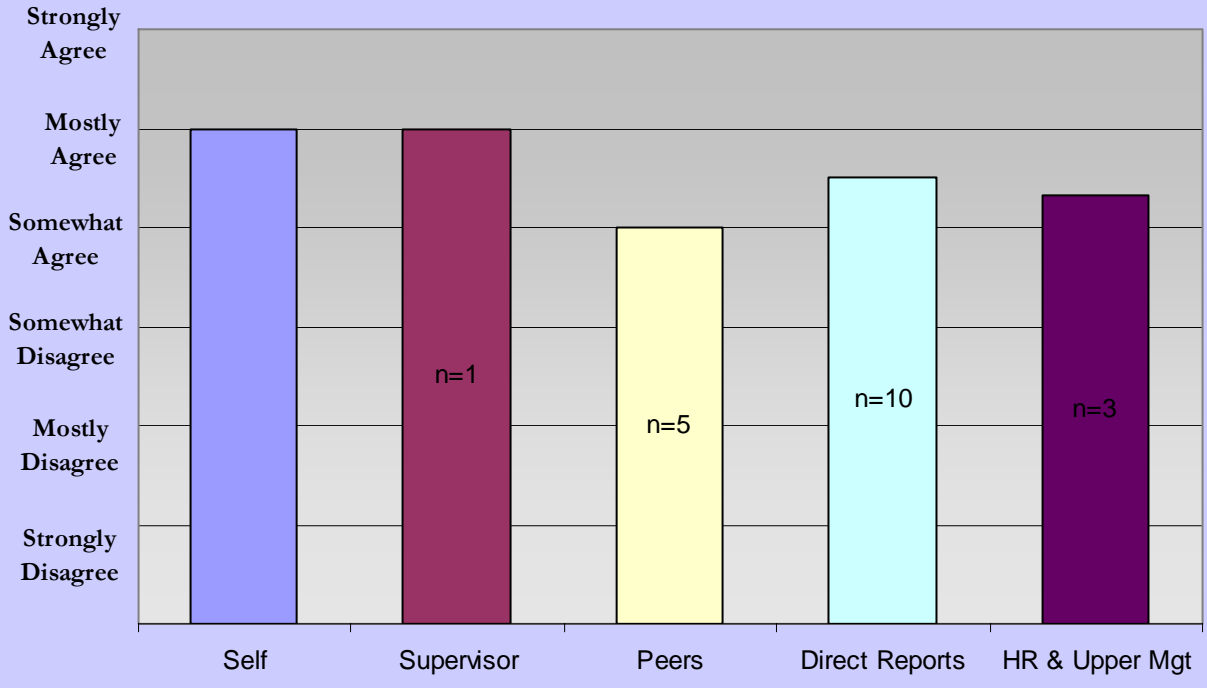
The report also contains an Action Worksheet which allows leaders to generate and practice behaviors consistent with Leading with RESPECT. Obviously, on-going feedback and support by upper management is critical to realize meaningful and sustained changes in the leader's behavior.

RECOGNITION

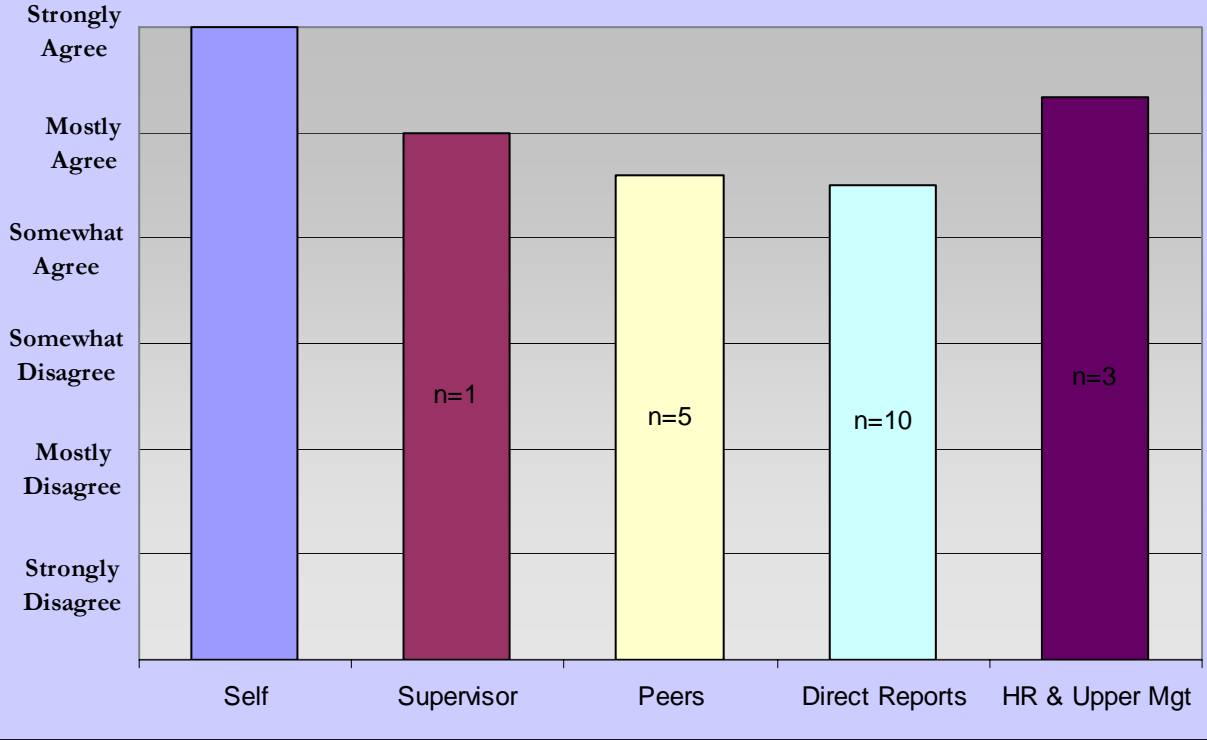


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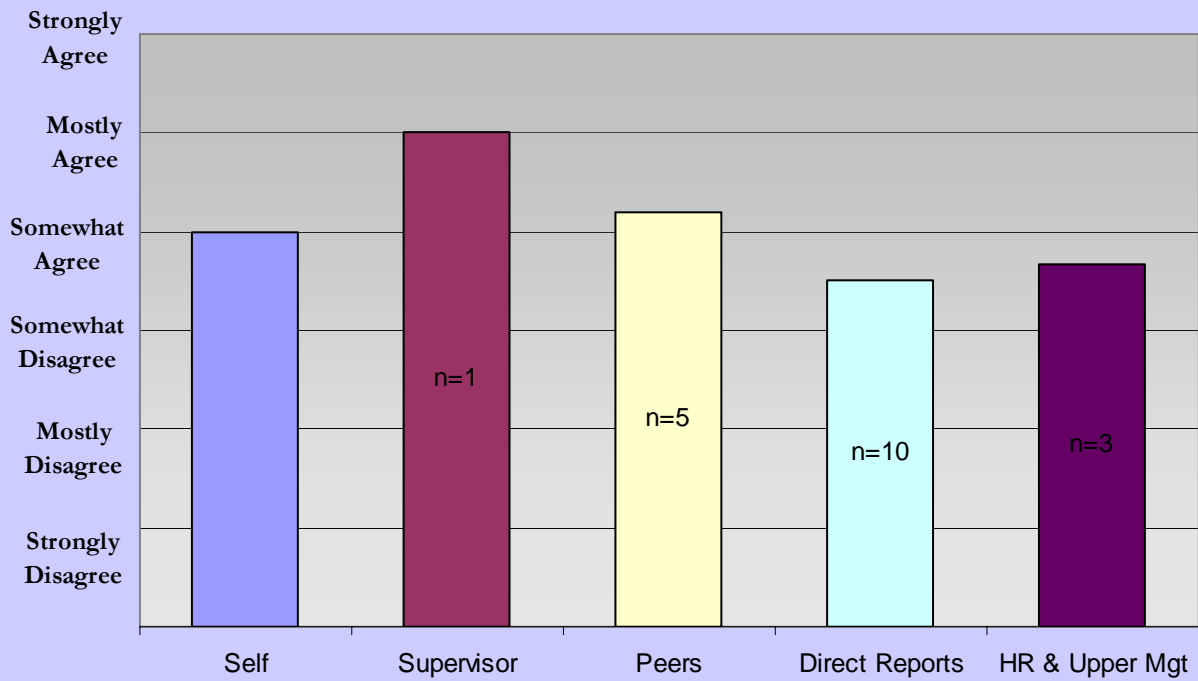
1. Regularly takes the time to let others know that their work is appreciated



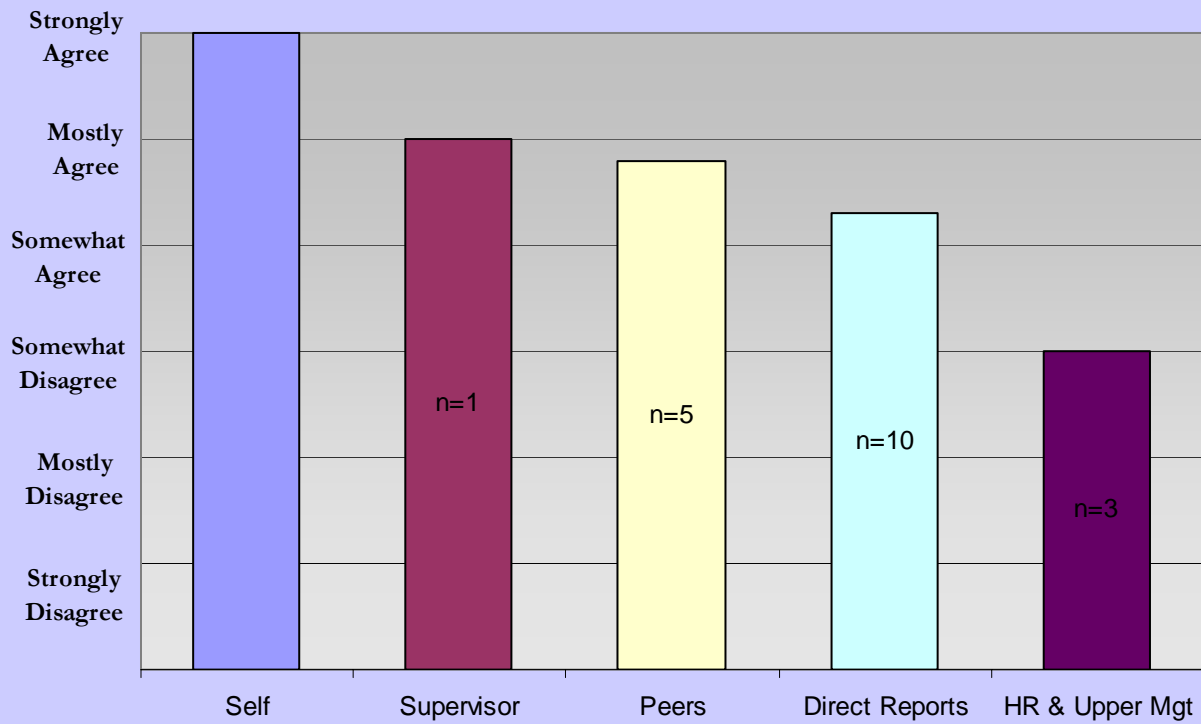
9. Makes sure that others get the credit they deserve



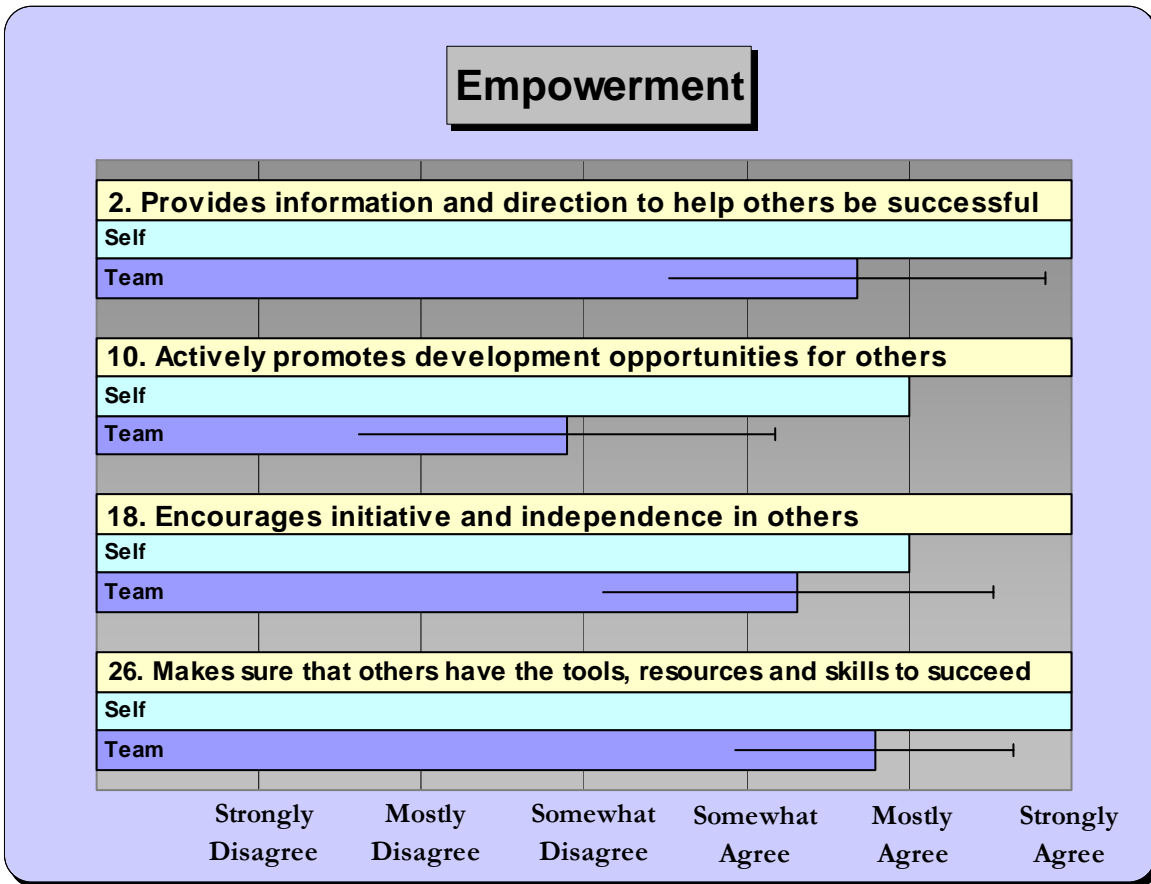
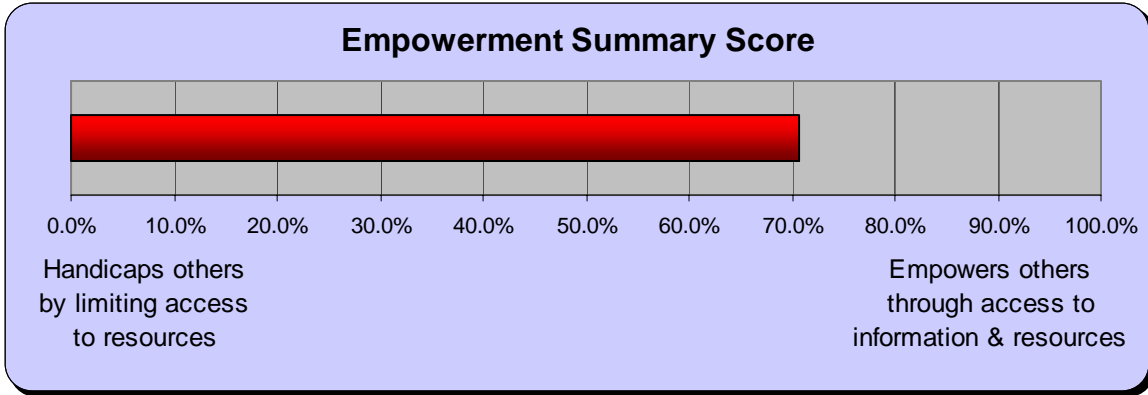
17. Recognizes and rewards others based on their job performance



25. Frequently gives "pats on the back" for a job well done

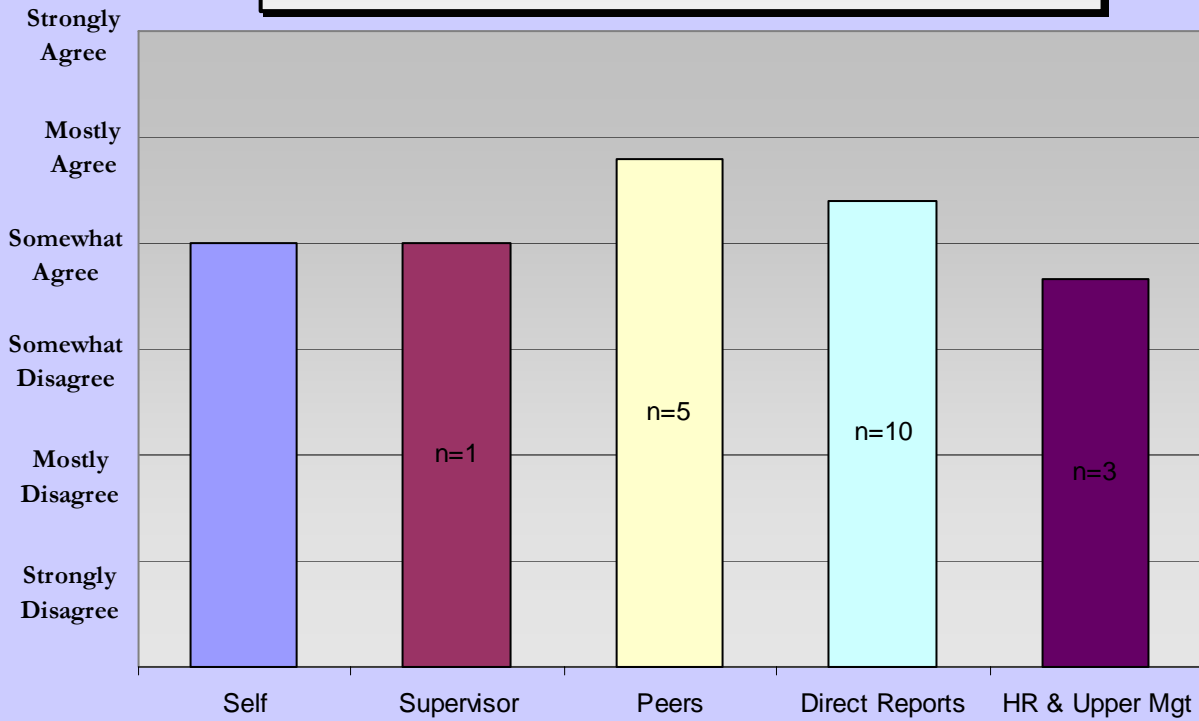


EMPOWERMENT

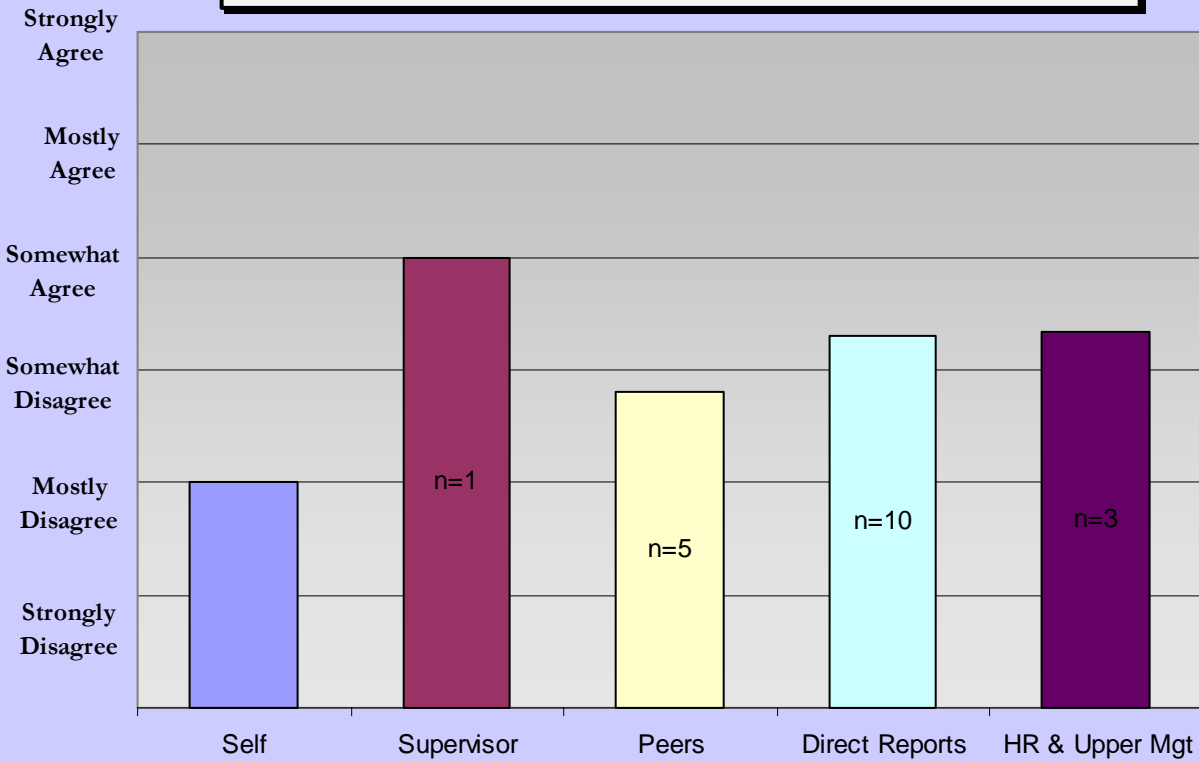


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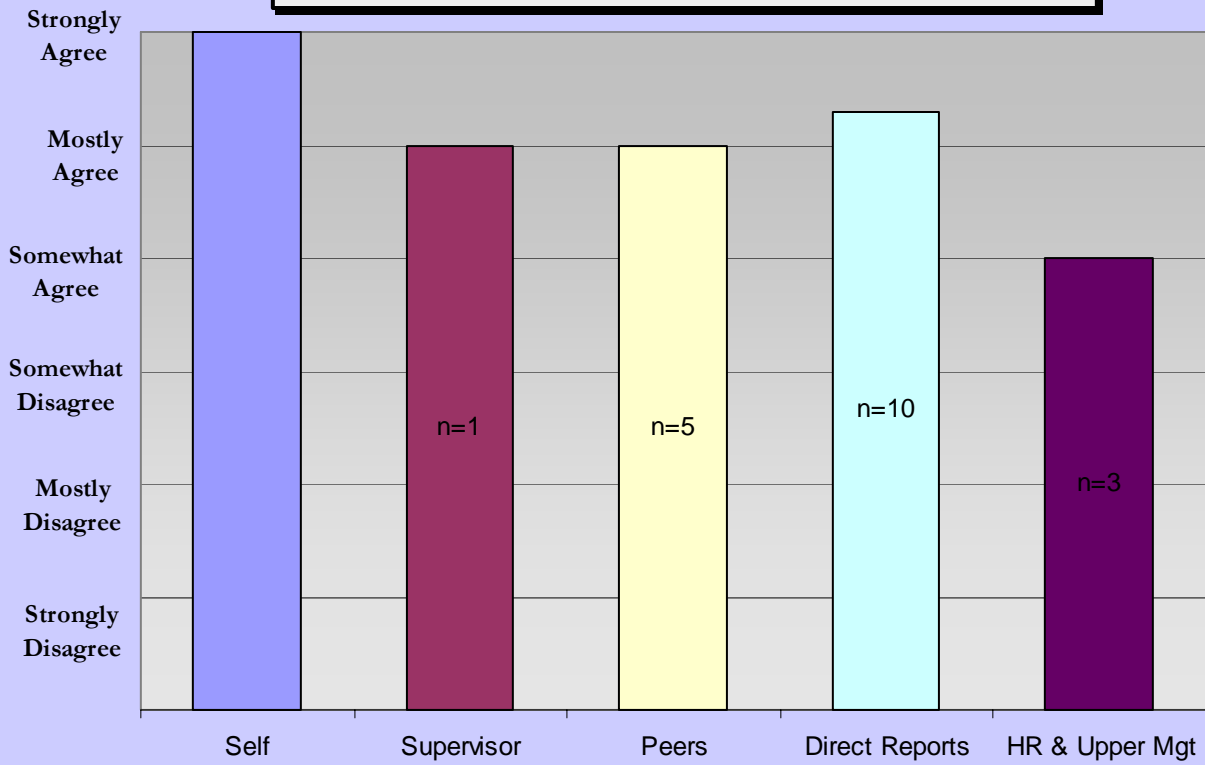
2. Provides information and direction to help others be successful



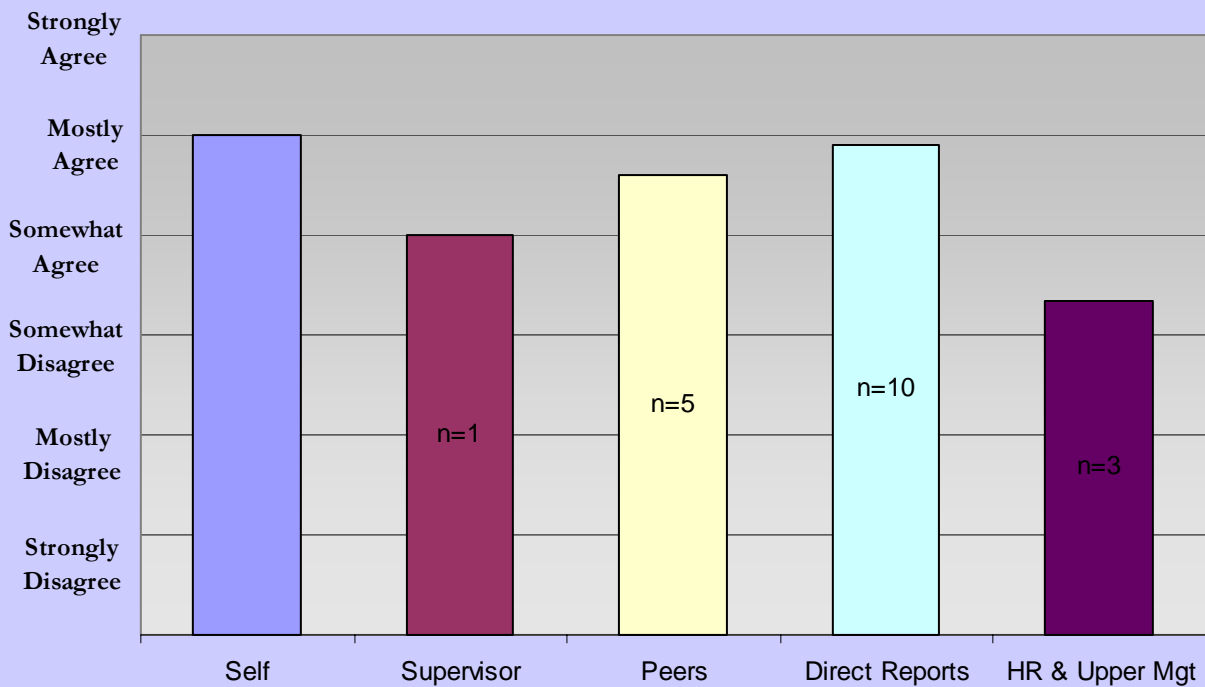
10. Actively promotes development opportunities for others



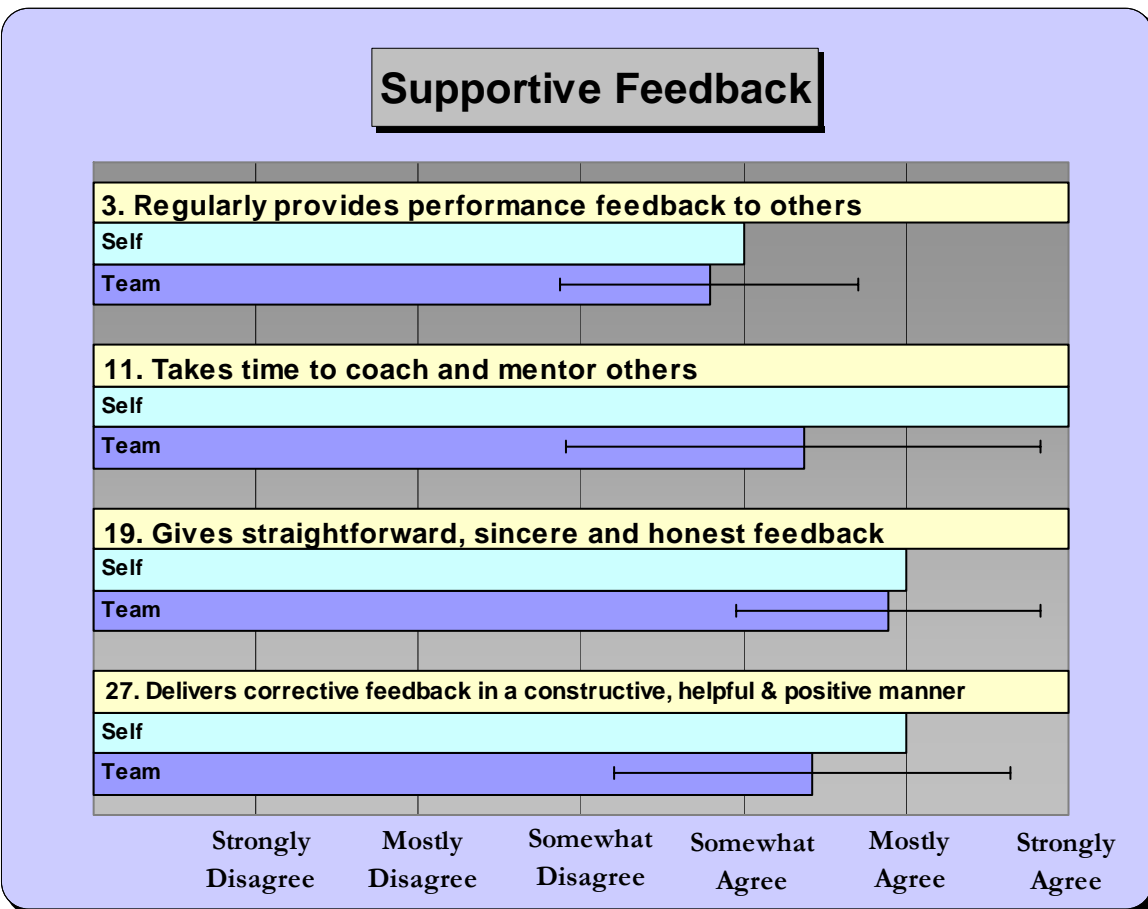
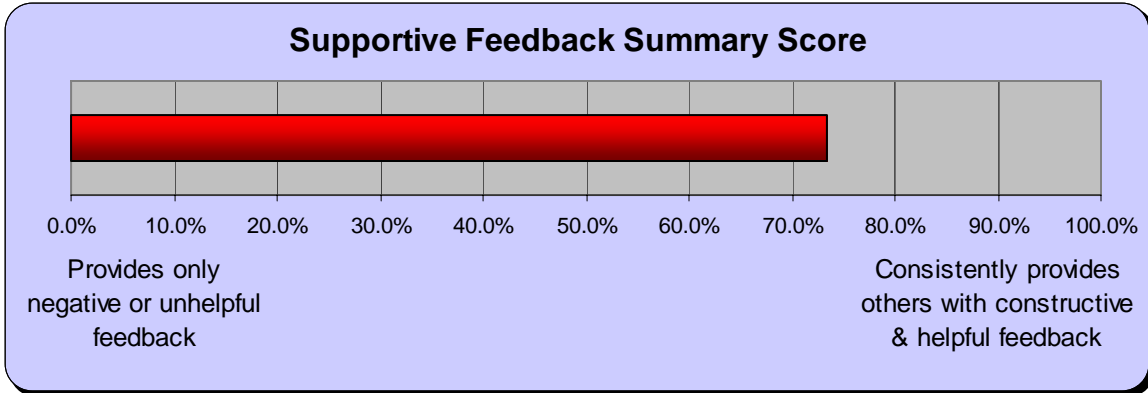
18. Encourages initiative and independence in others



26. Makes sure others have the tools, resources and skills to succeed

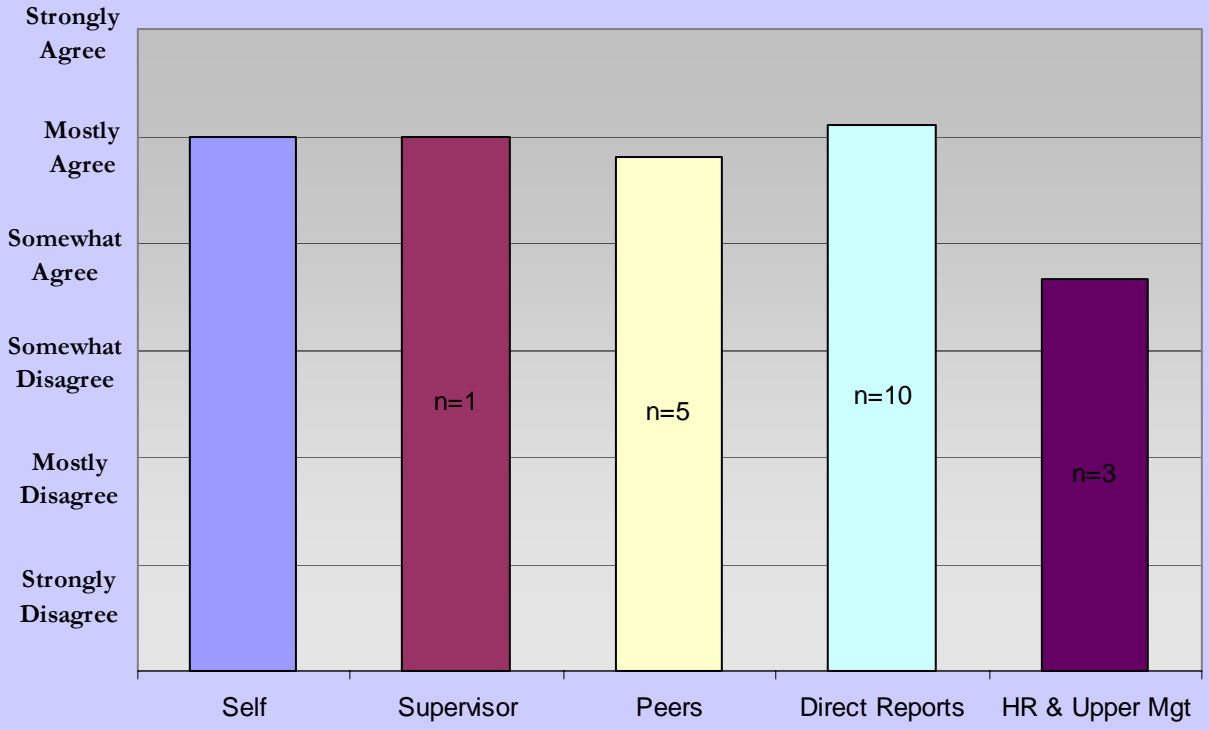


SUPPORTIVE FEEDBACK

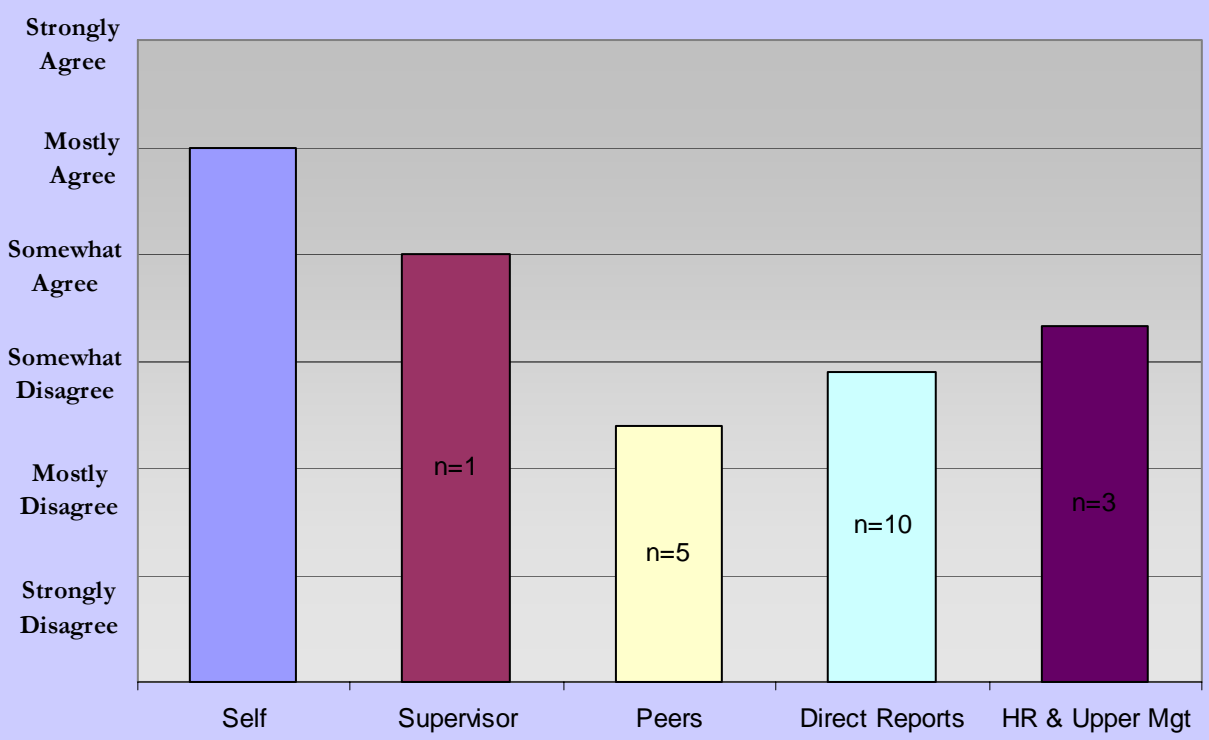


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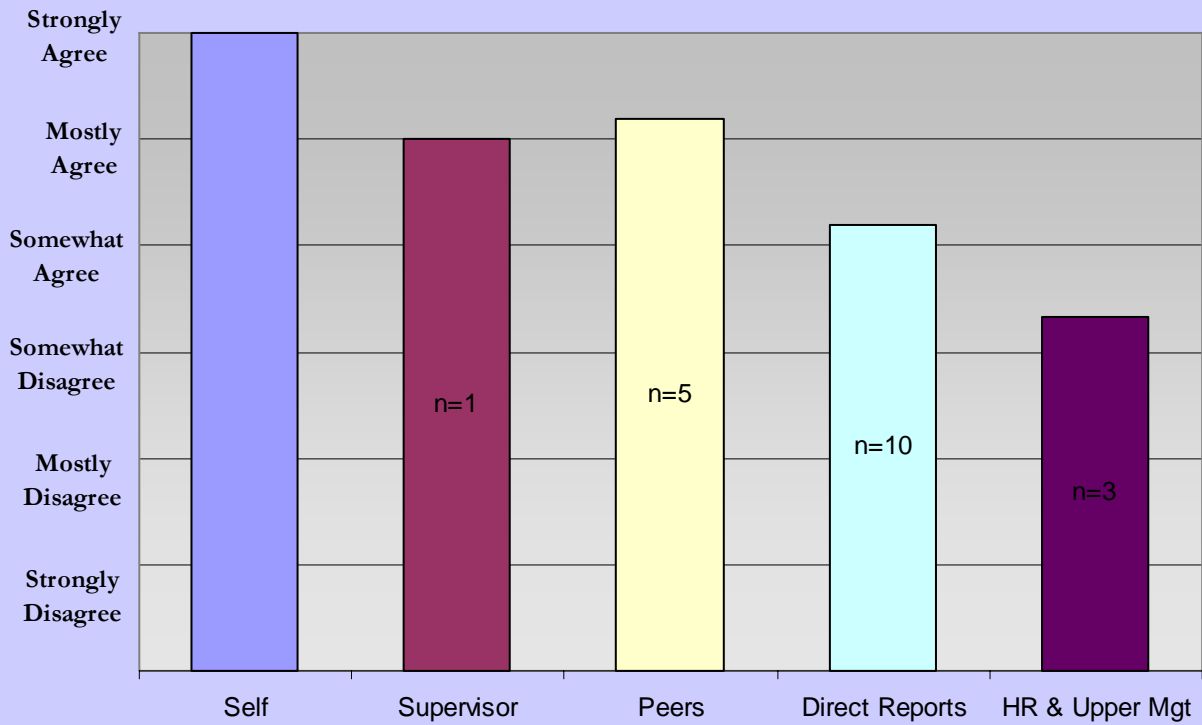
3. Regularly provides performance feedback to others



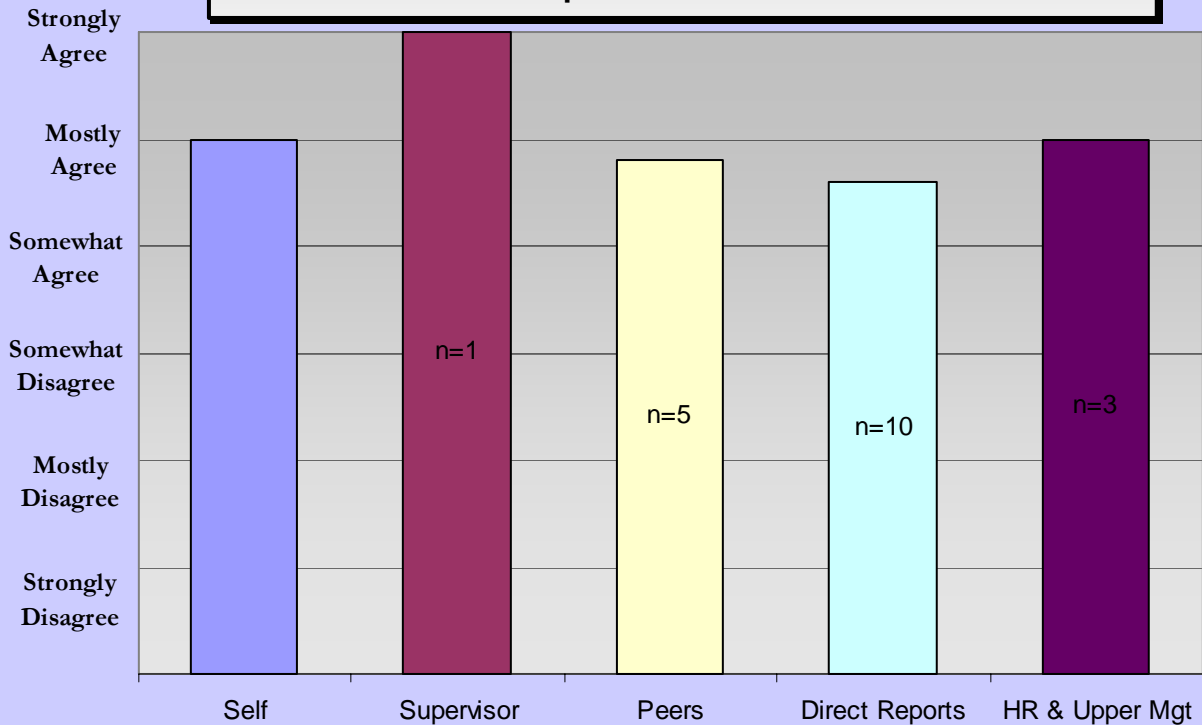
11. Takes time to coach and mentor others



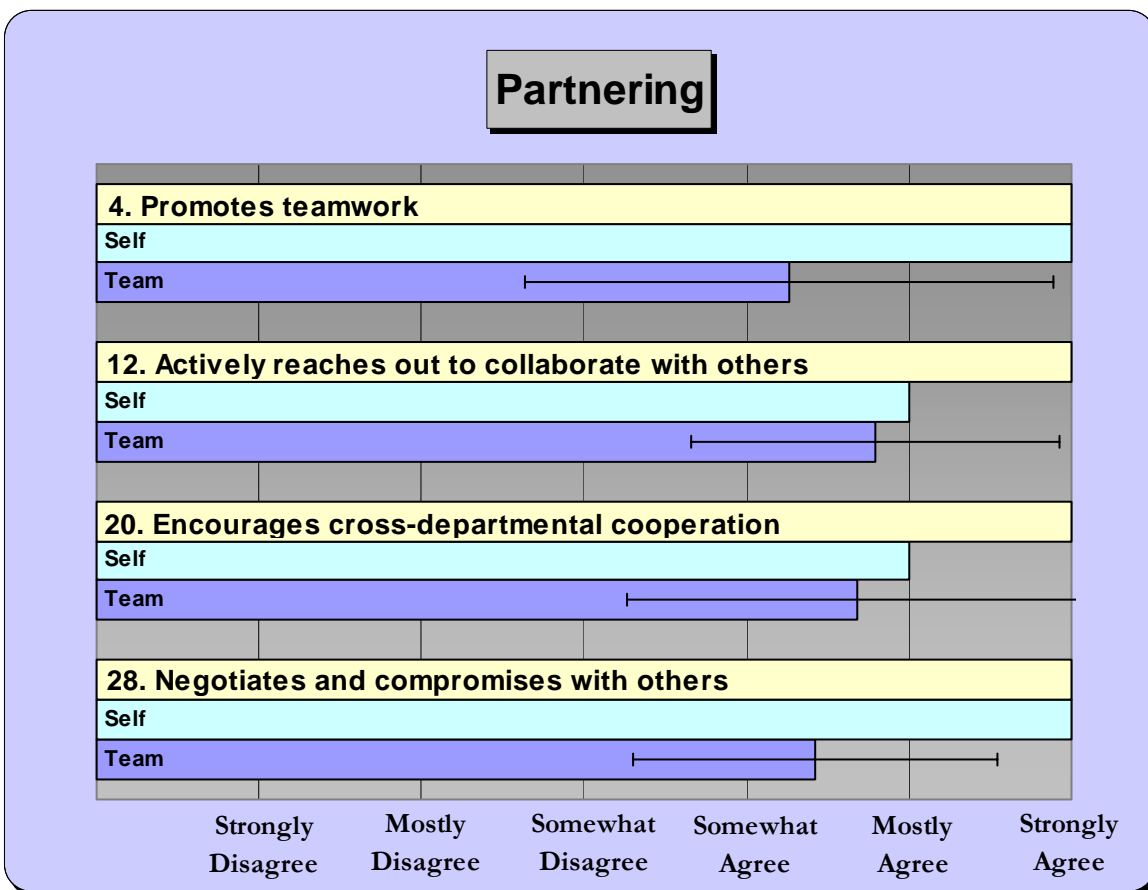
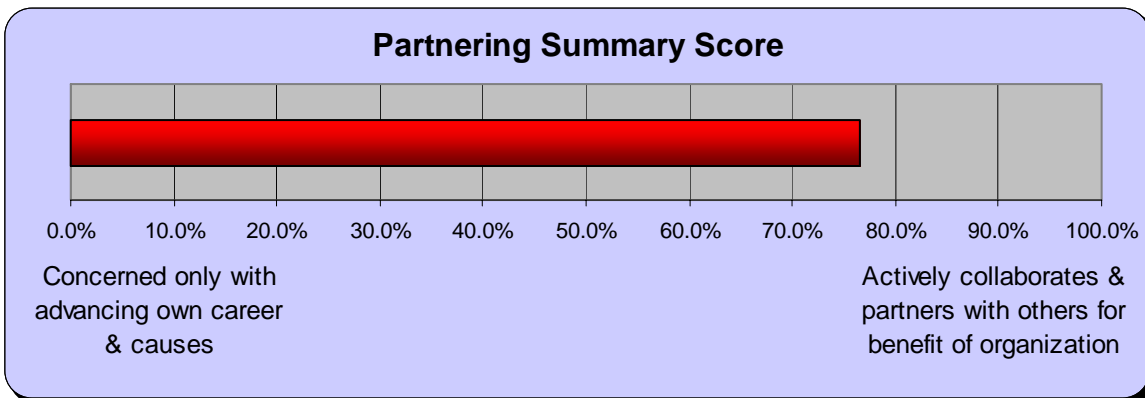
19. Gives straightforward, sincere and honest feedback



27. Delivers corrective feedback in a constructive, helpful and positive manner

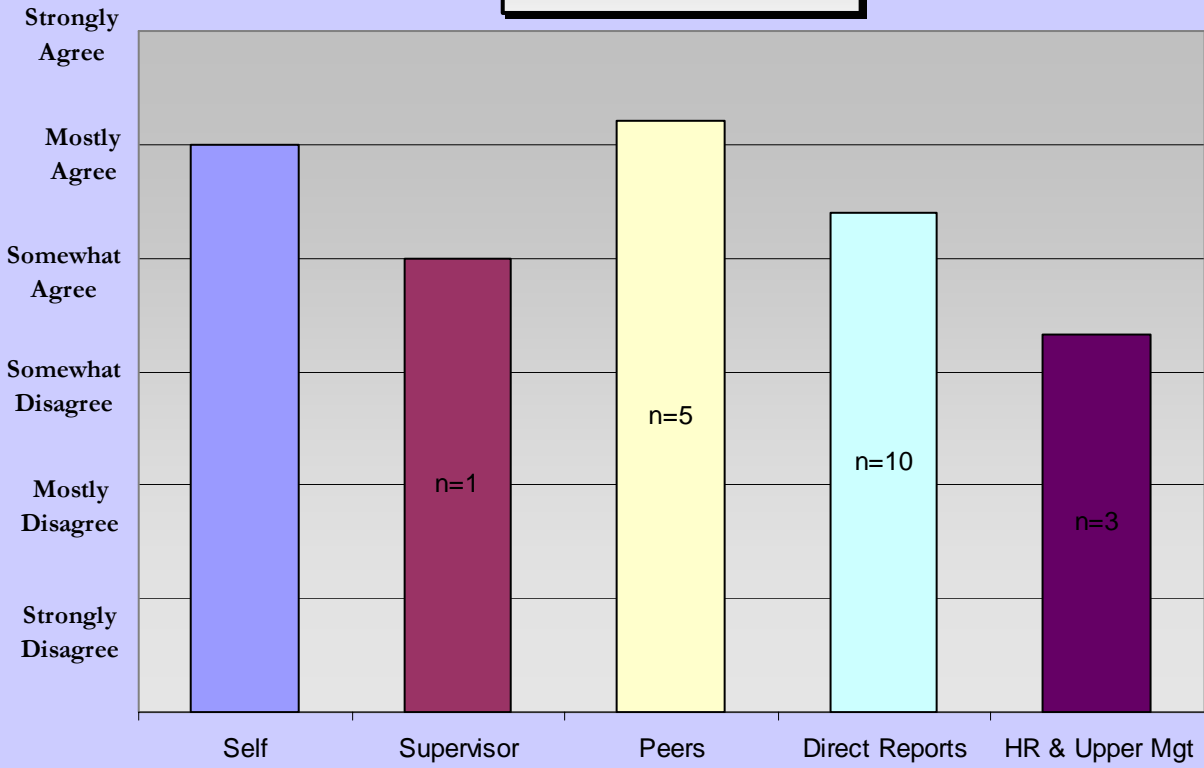


PARTNERING

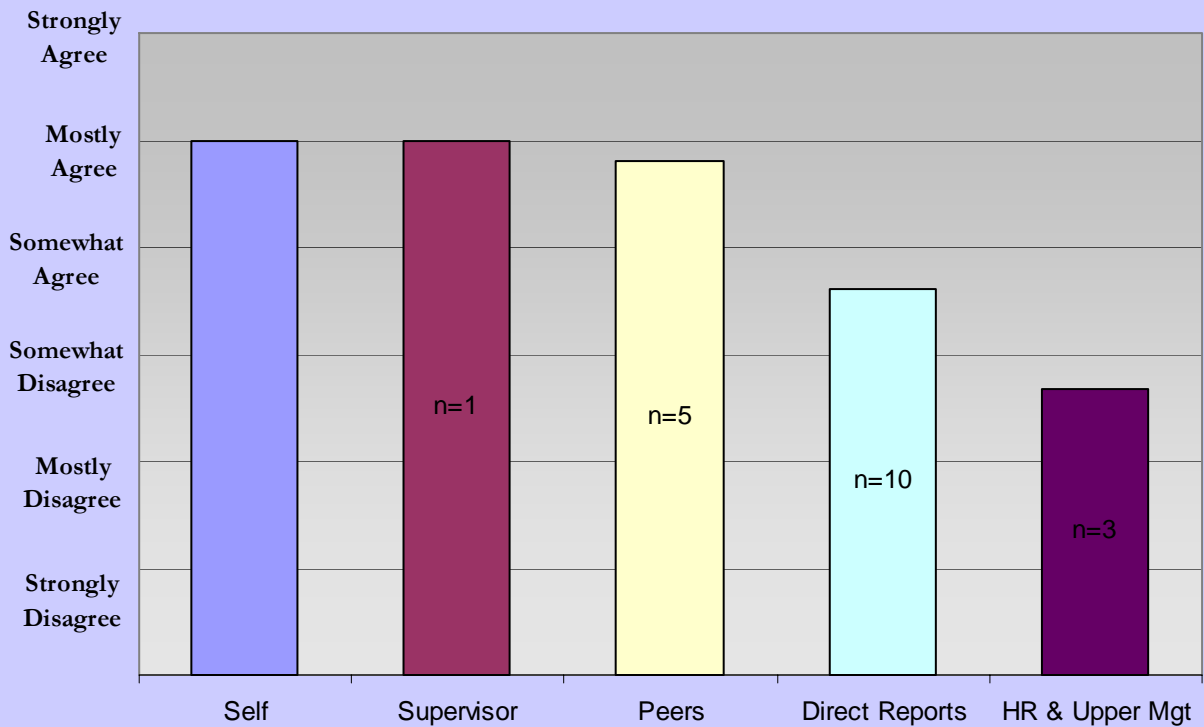


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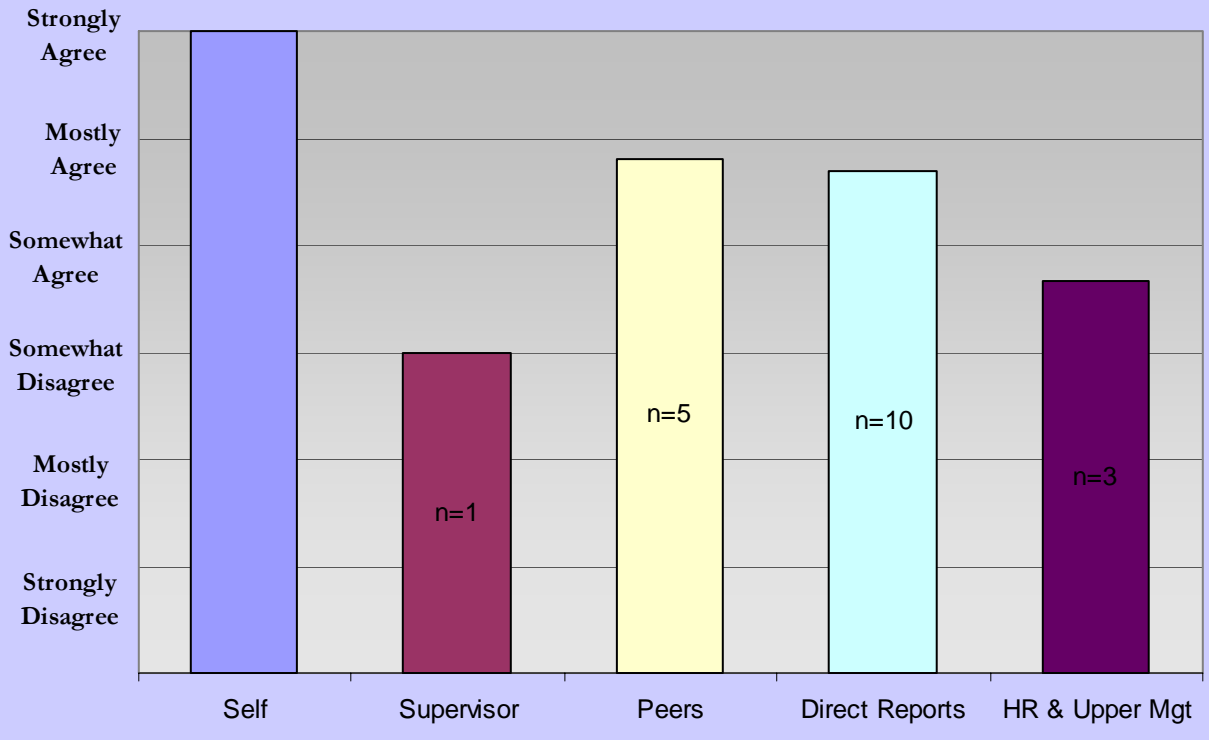
4. Promotes teamwork



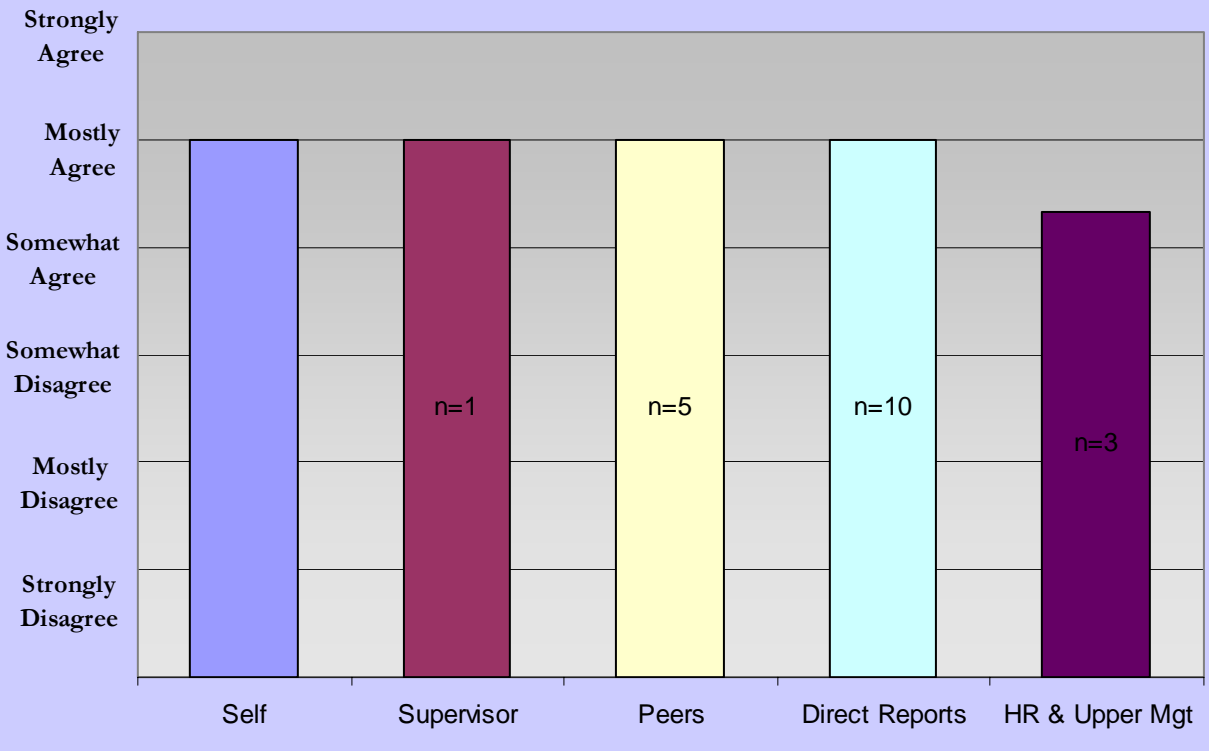
12. Actively reaches out to collaborate with others



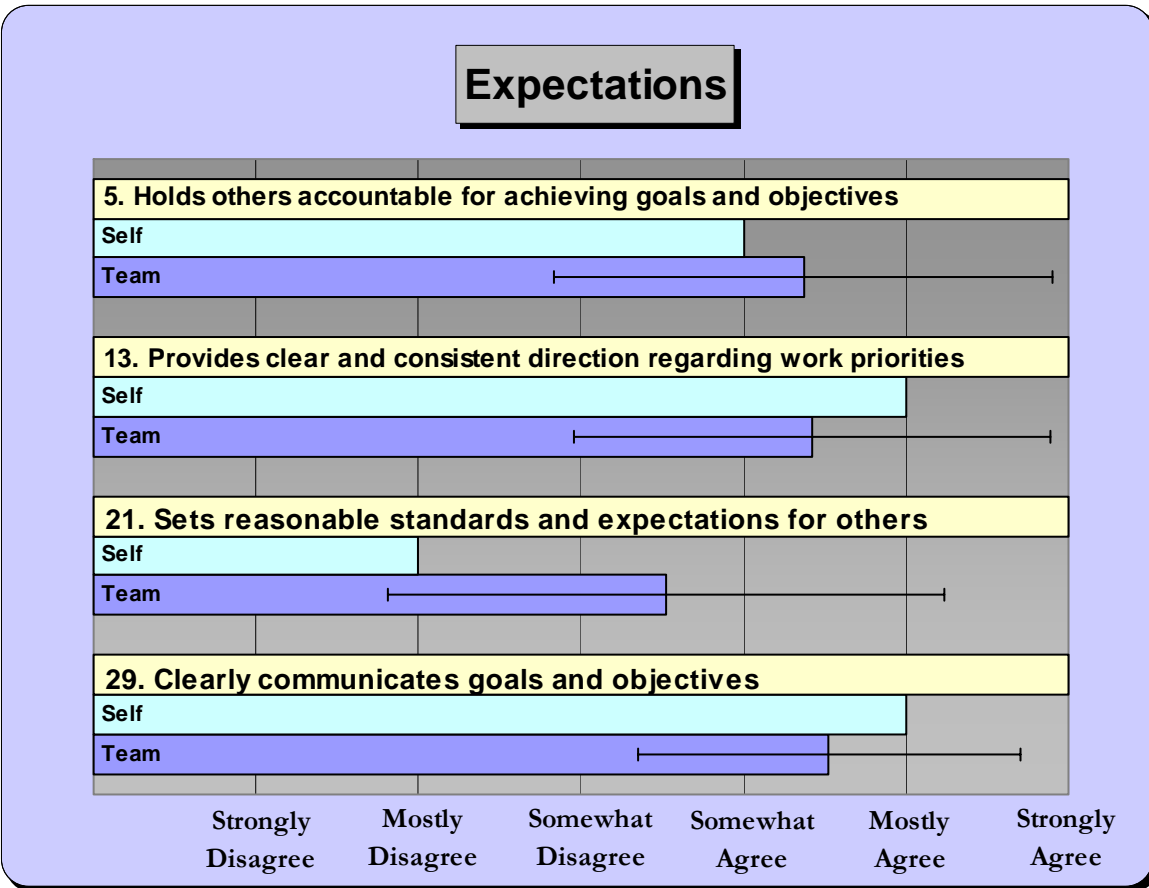
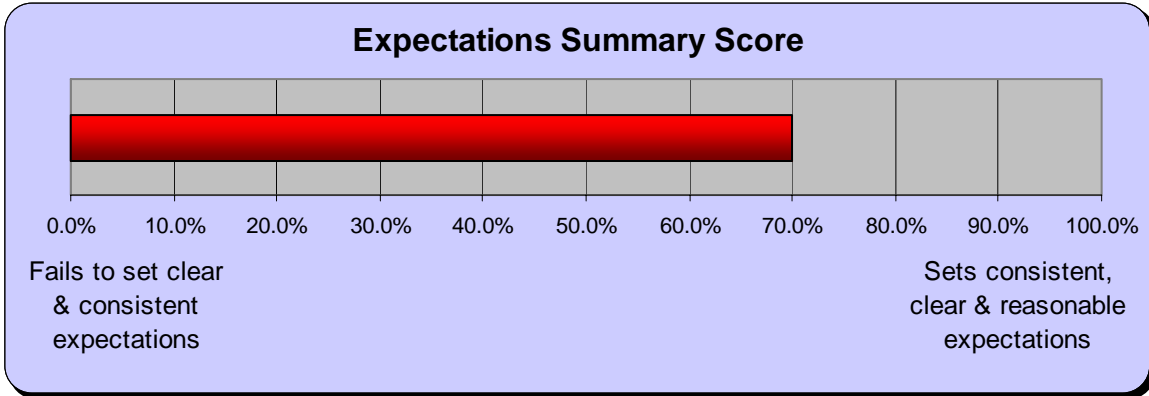
20. Encourages cross-departmental cooperation



28. Negotiates and compromises with others

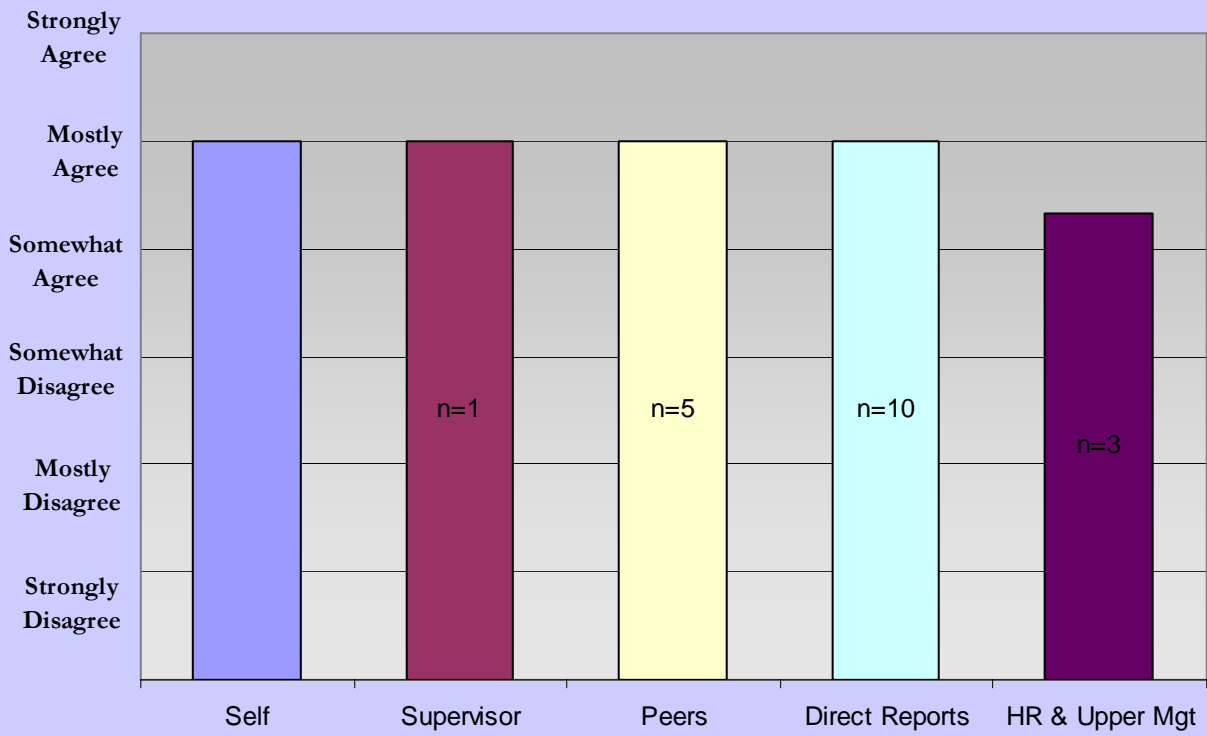


EXPECTATIONS

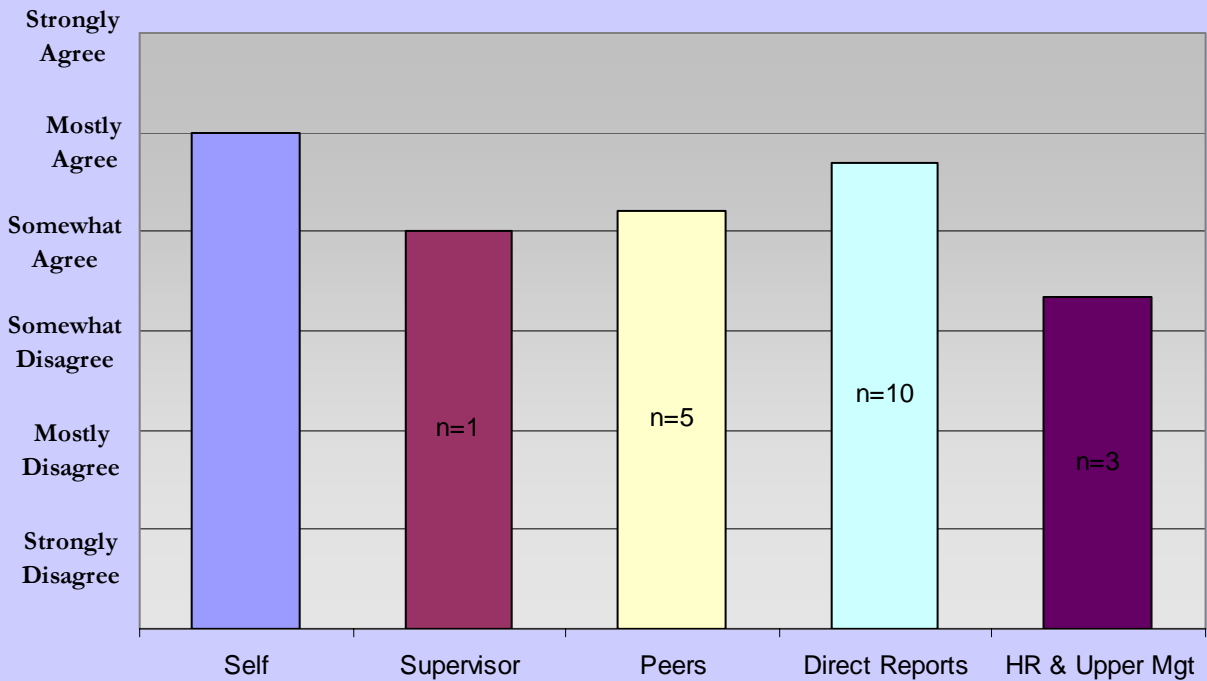


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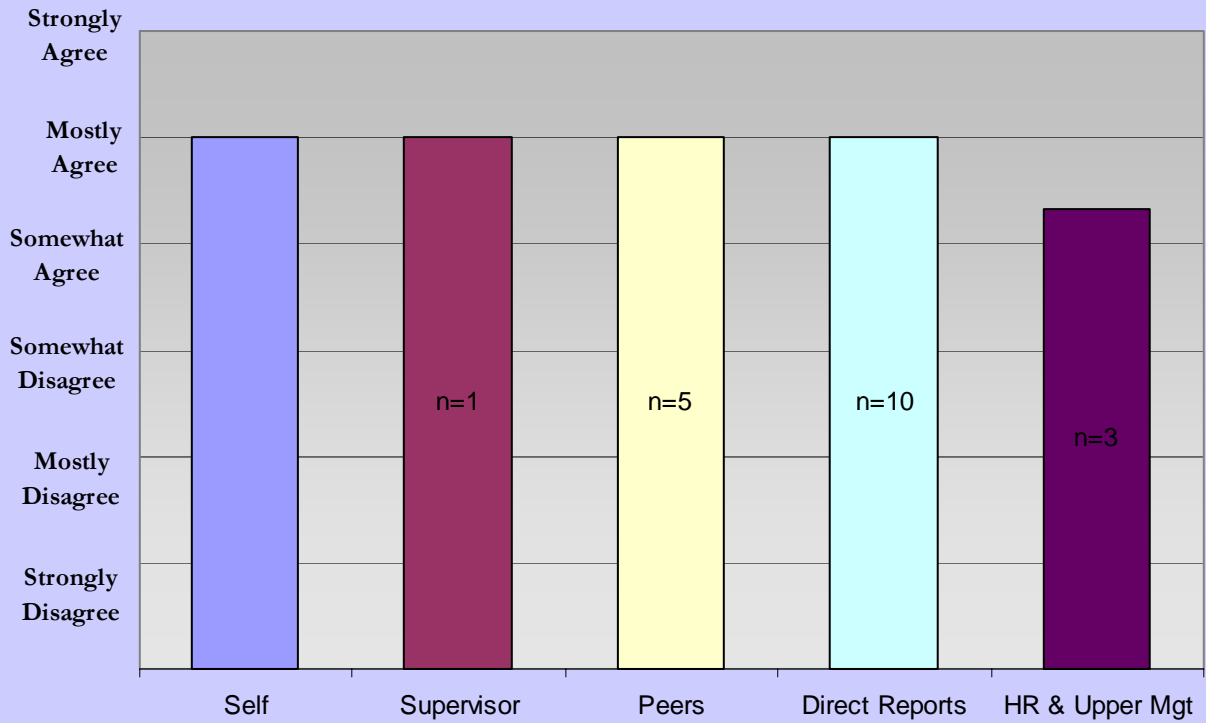
5. Holds others accountable for achieving goals and objectives



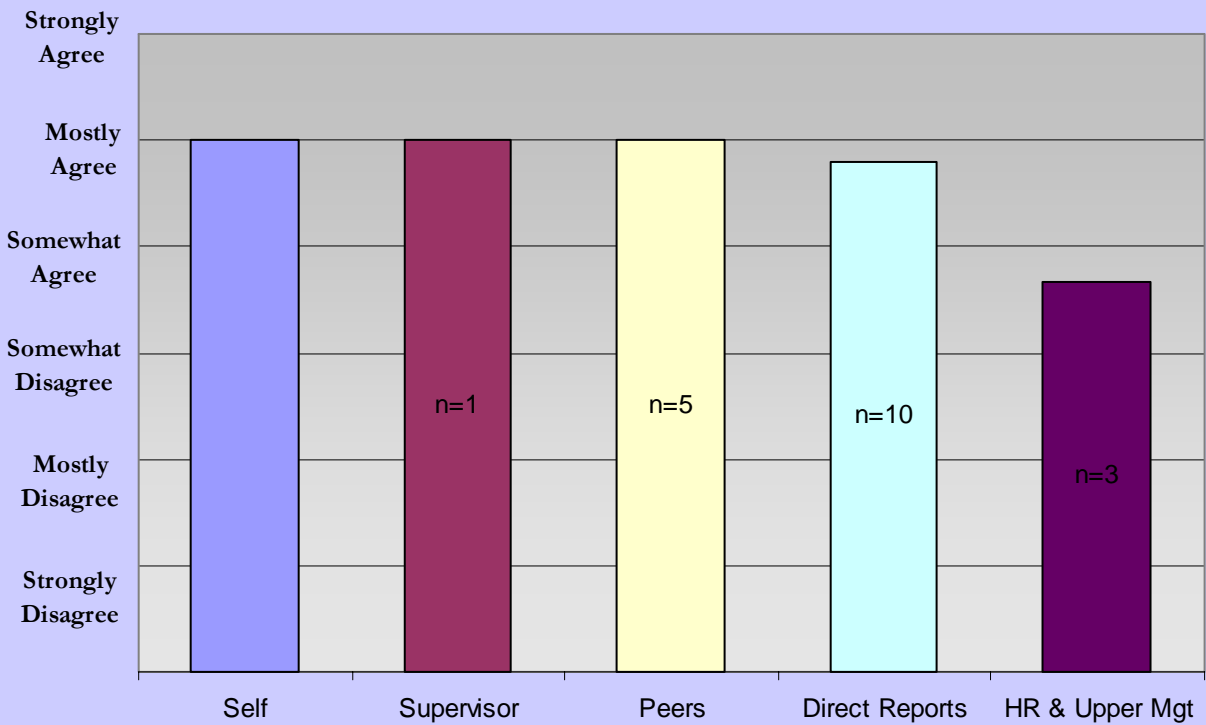
13. Provides clear and consistent direction regarding work priorities



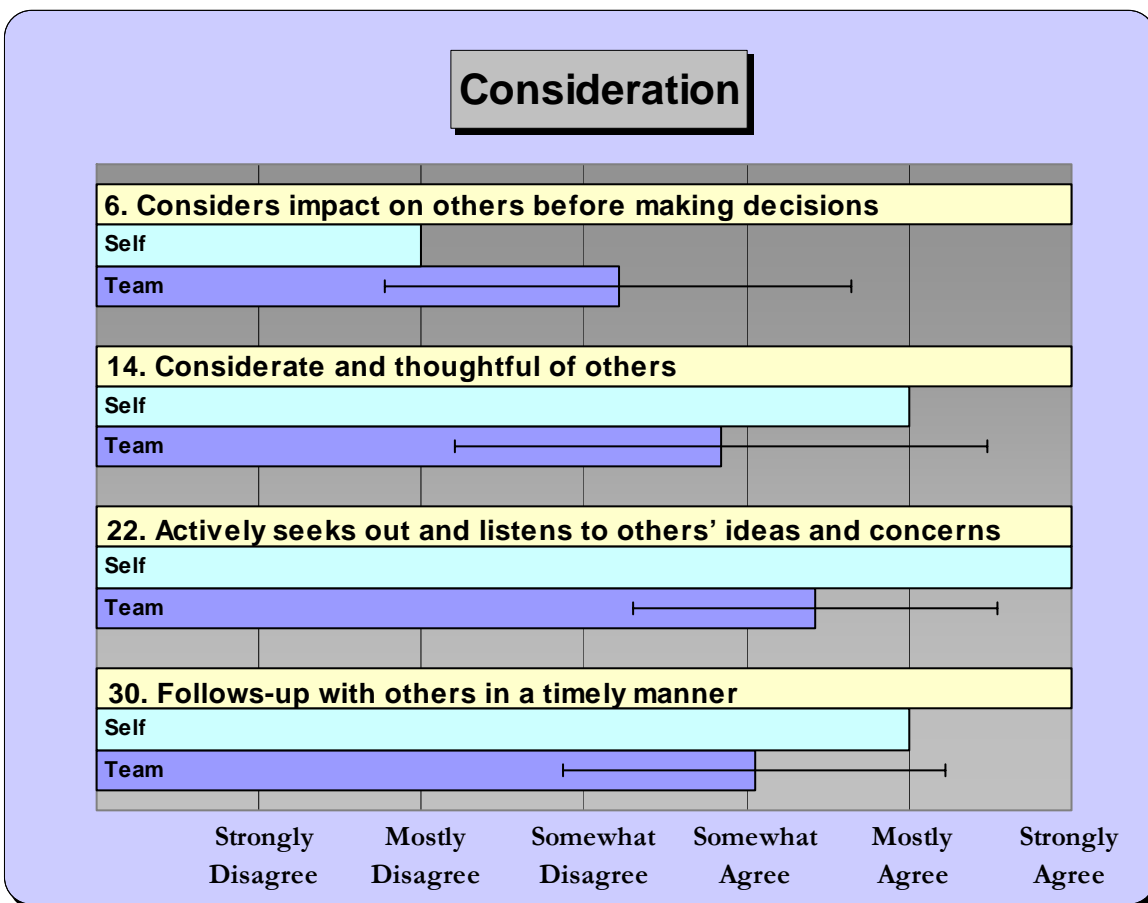
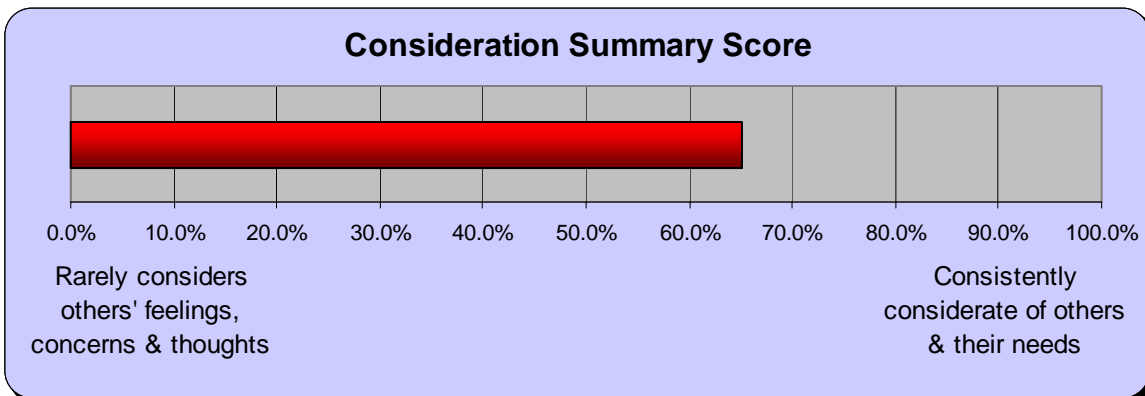
21. Sets reasonable standards and expectations for others



29. Clearly communicates goals and objectives

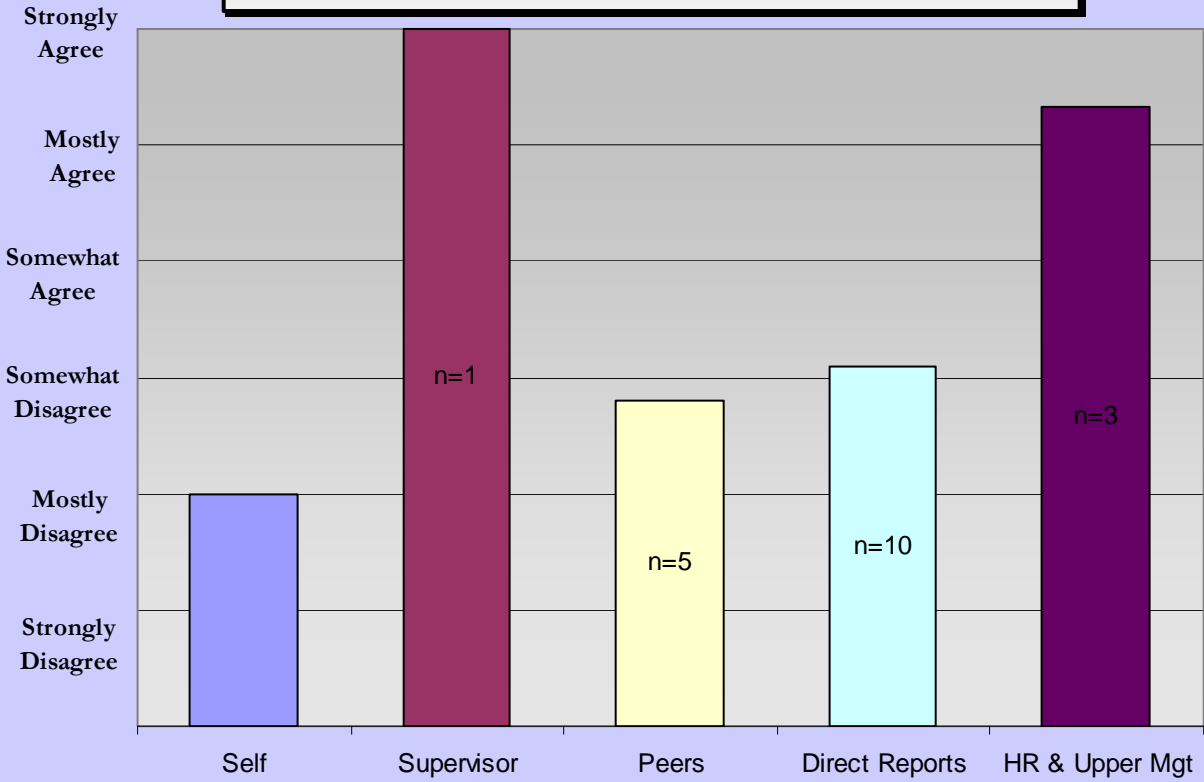


CONSIDERATION

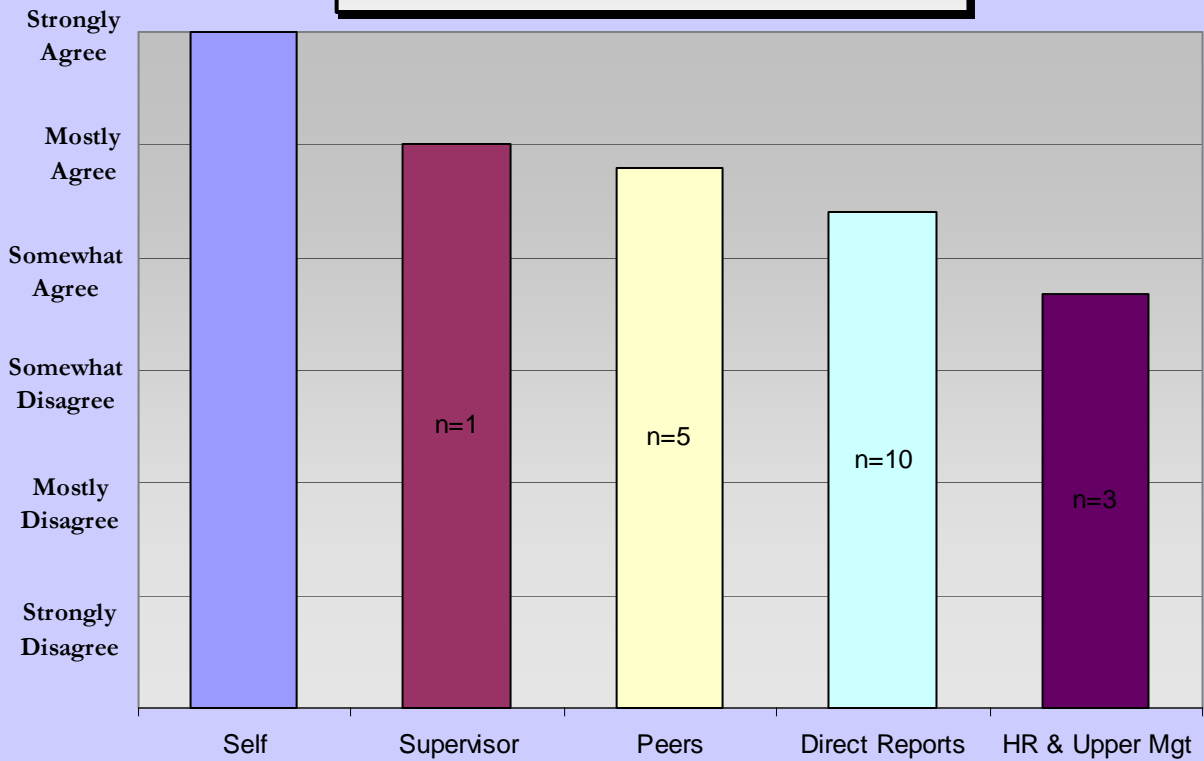


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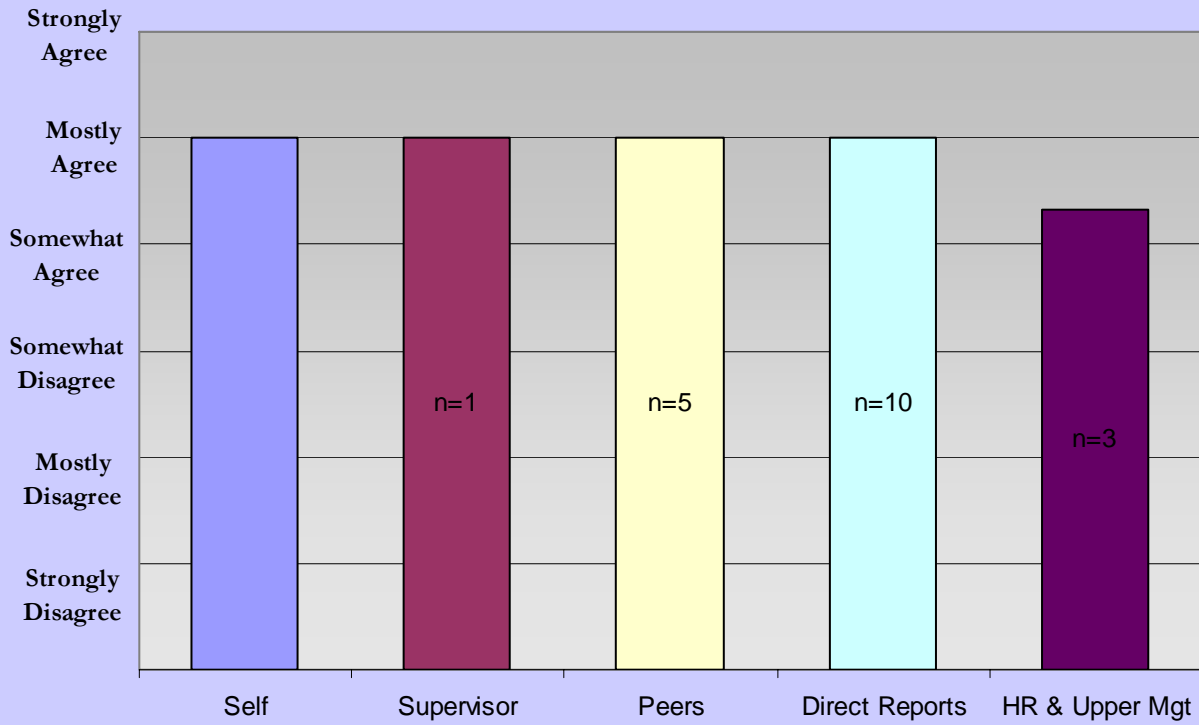
6. Considers impact on others before making decisions



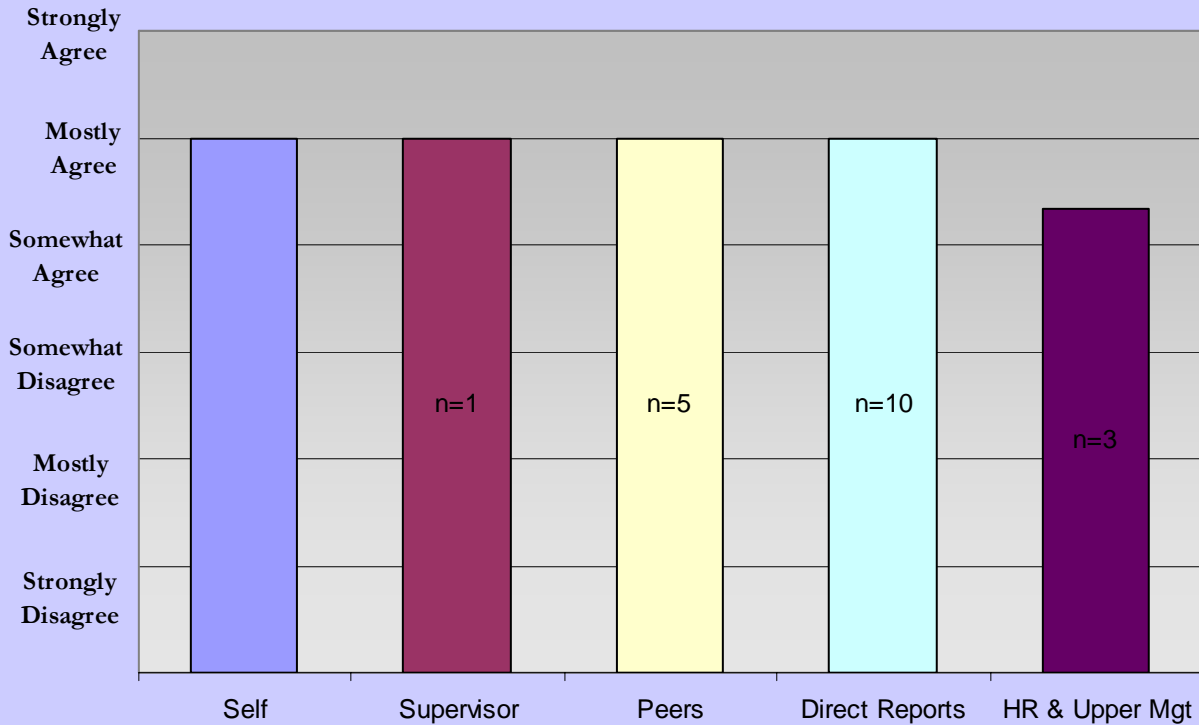
14. Considerate and thoughtful of others



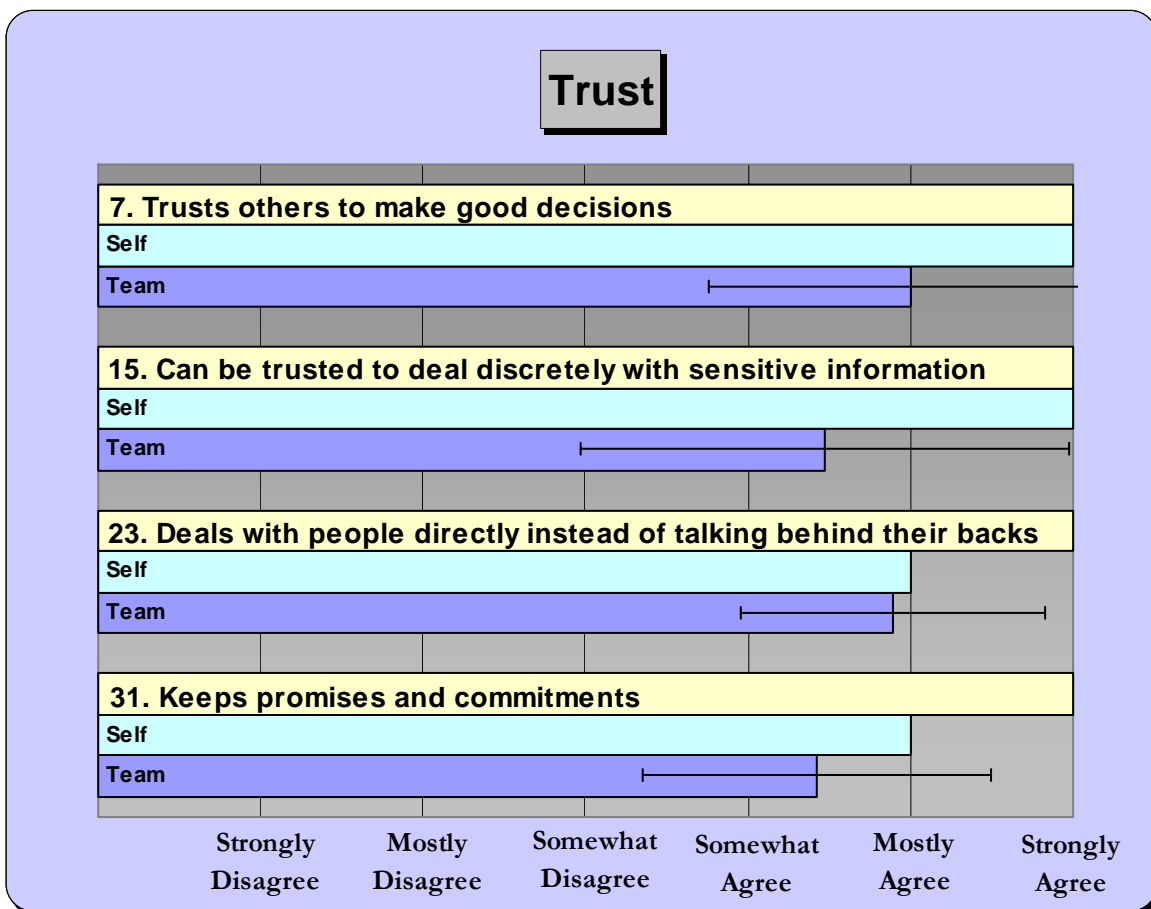
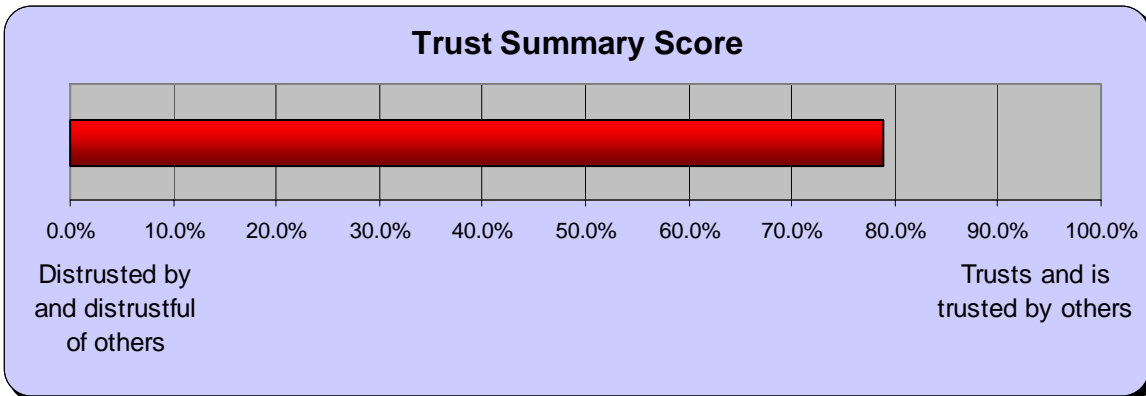
22. Actively seeks out and listens to others' ideas and concerns



30. Follows-up with others in a timely manner

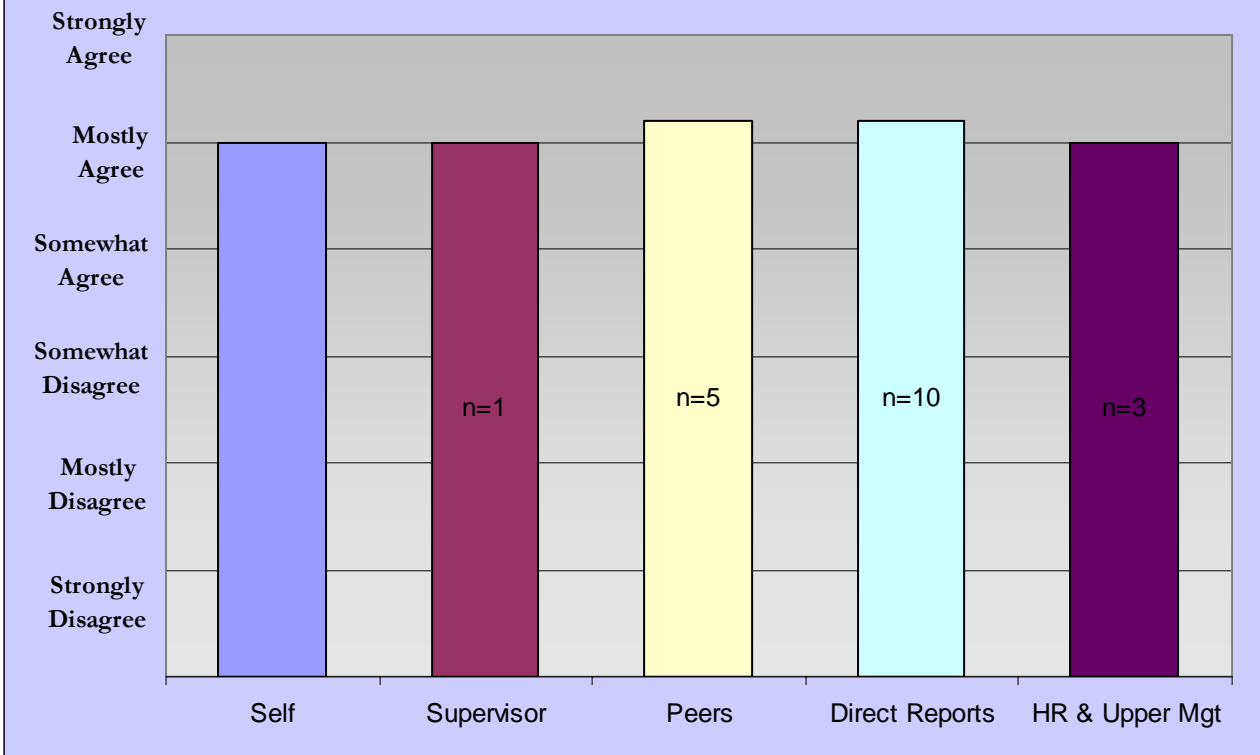


TRUST

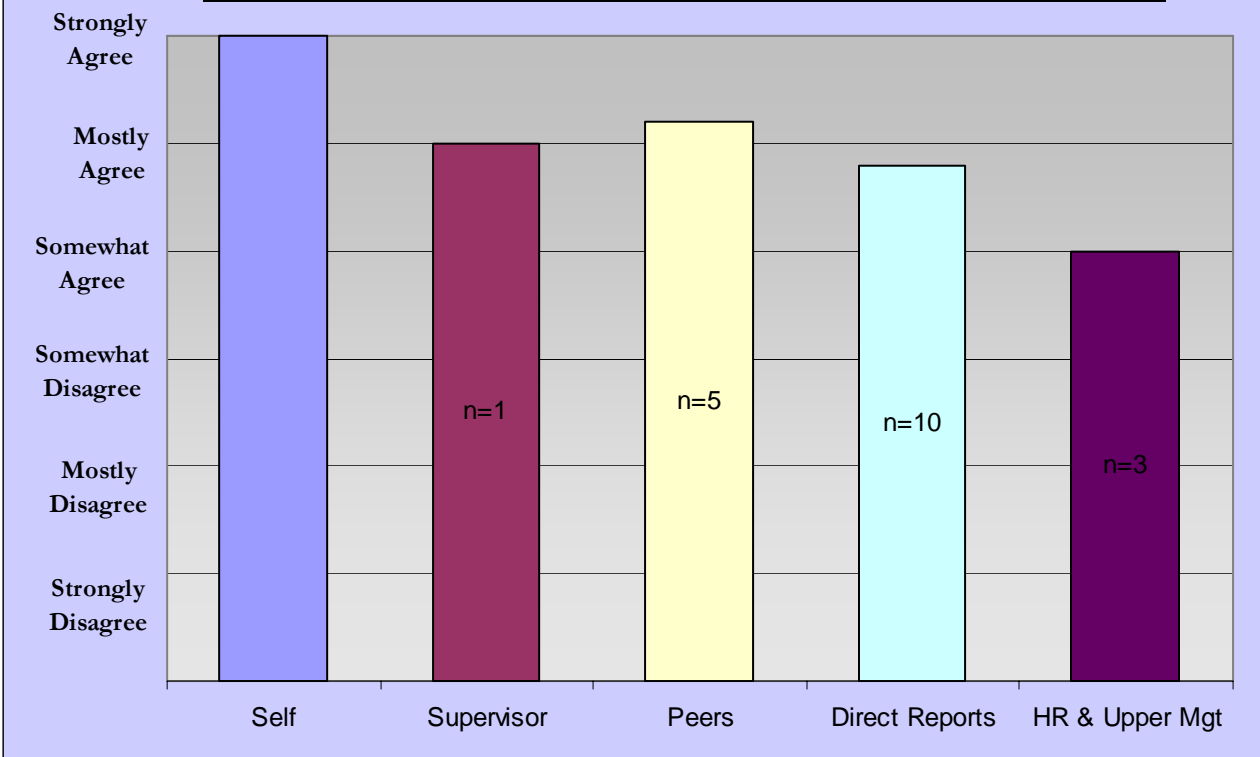


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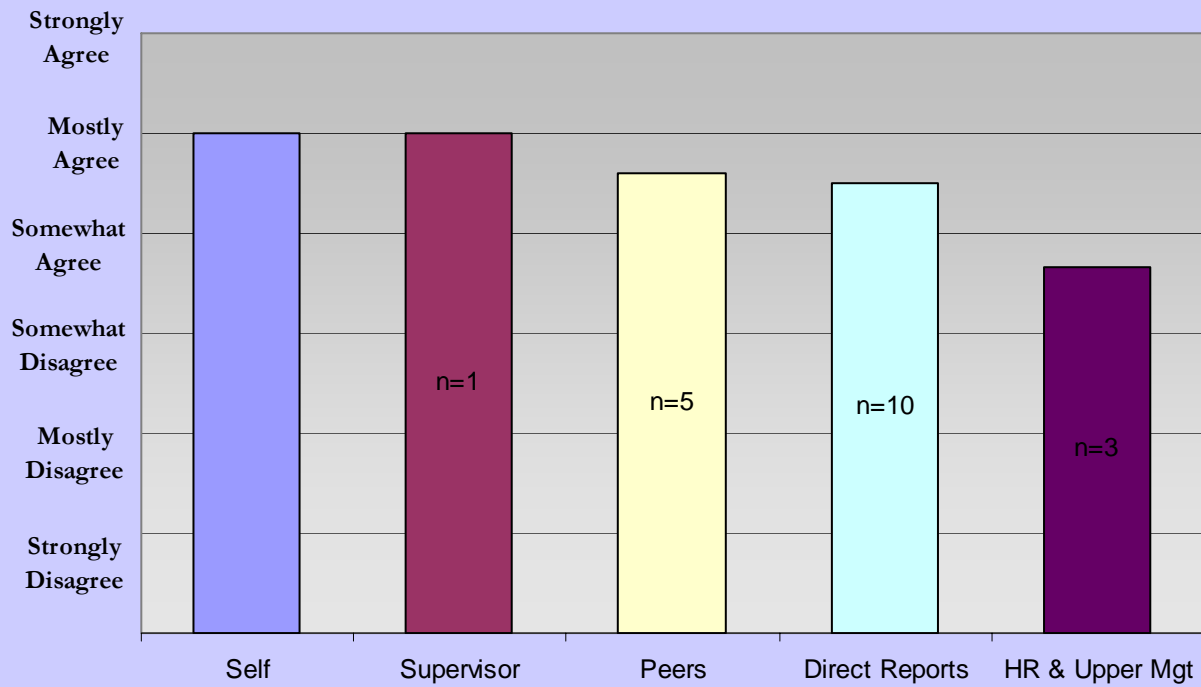
7. Trusts others to make good decisions



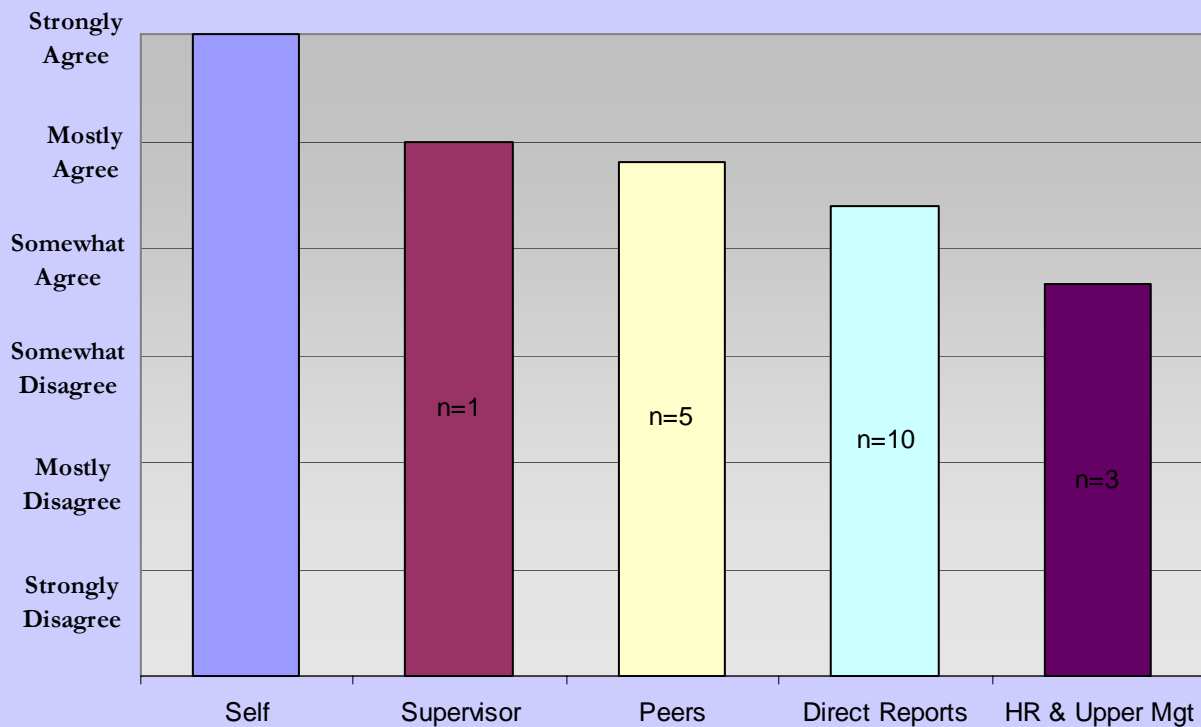
15. Can be trusted to deal discretely with sensitive information



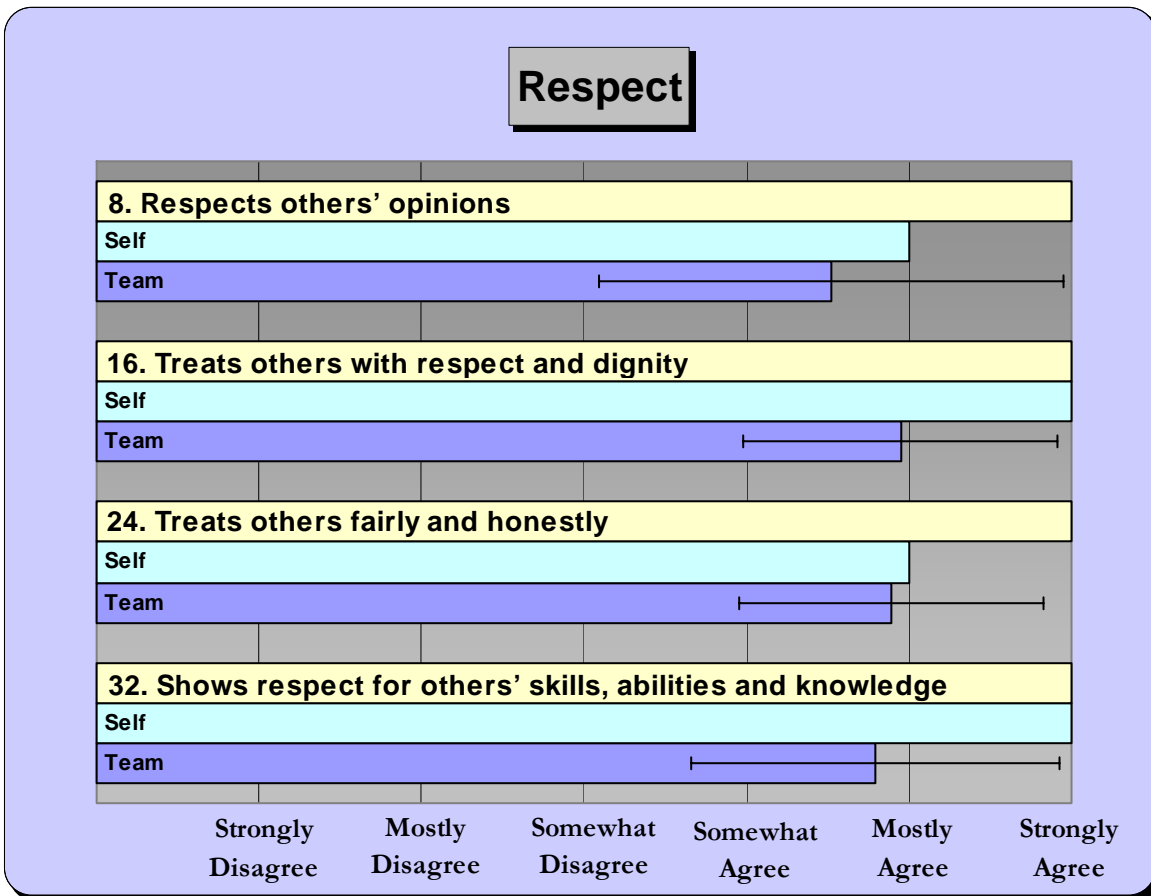
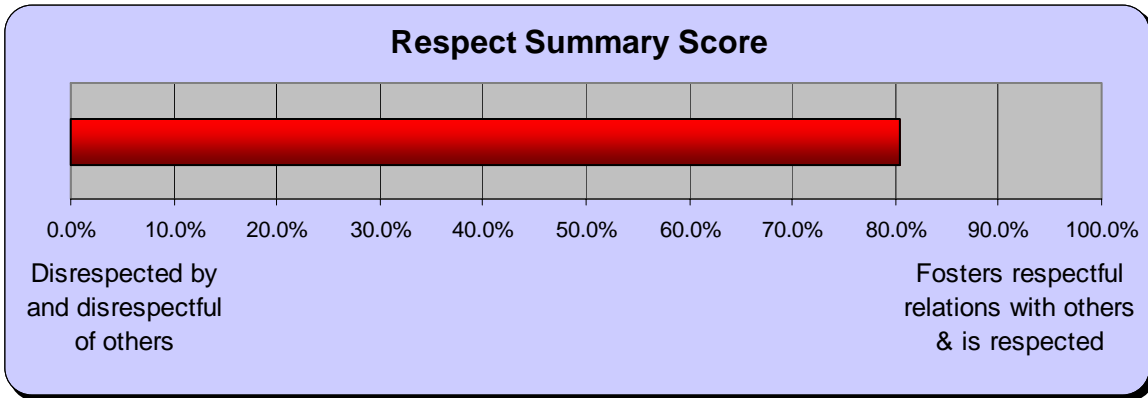
23. Deals with people directly instead of talking behind their backs



31. Keeps promises and commitments

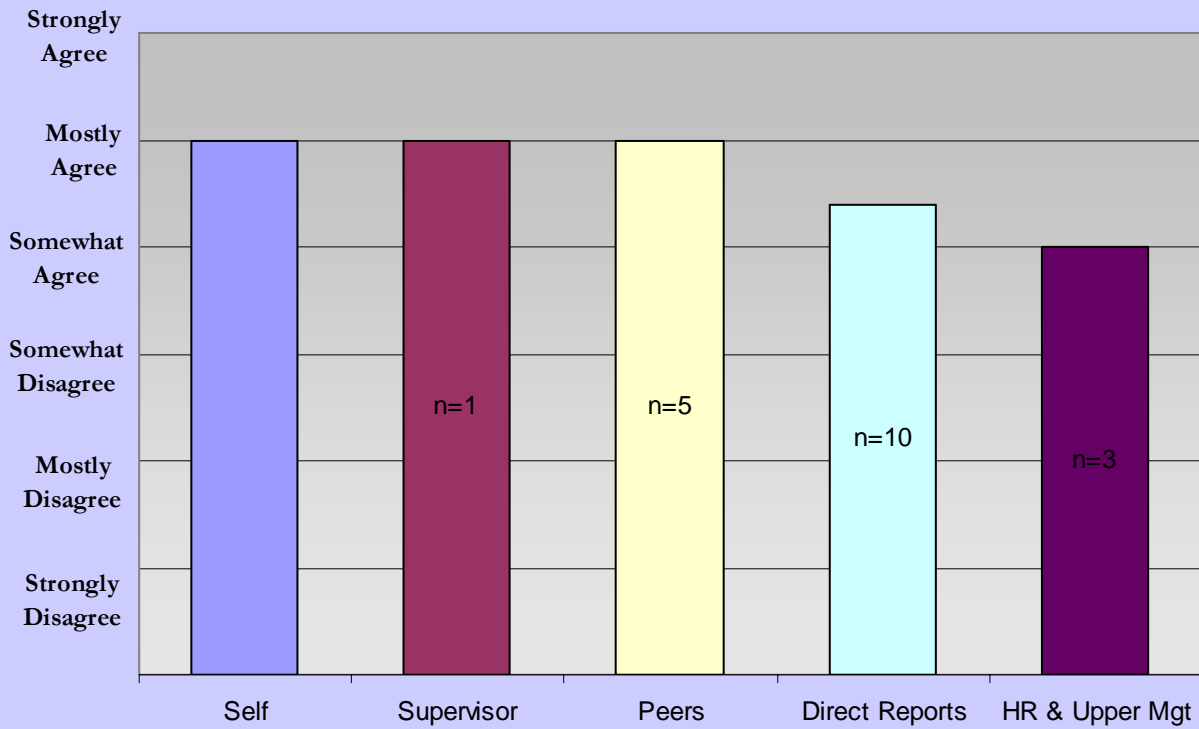


RESPECT

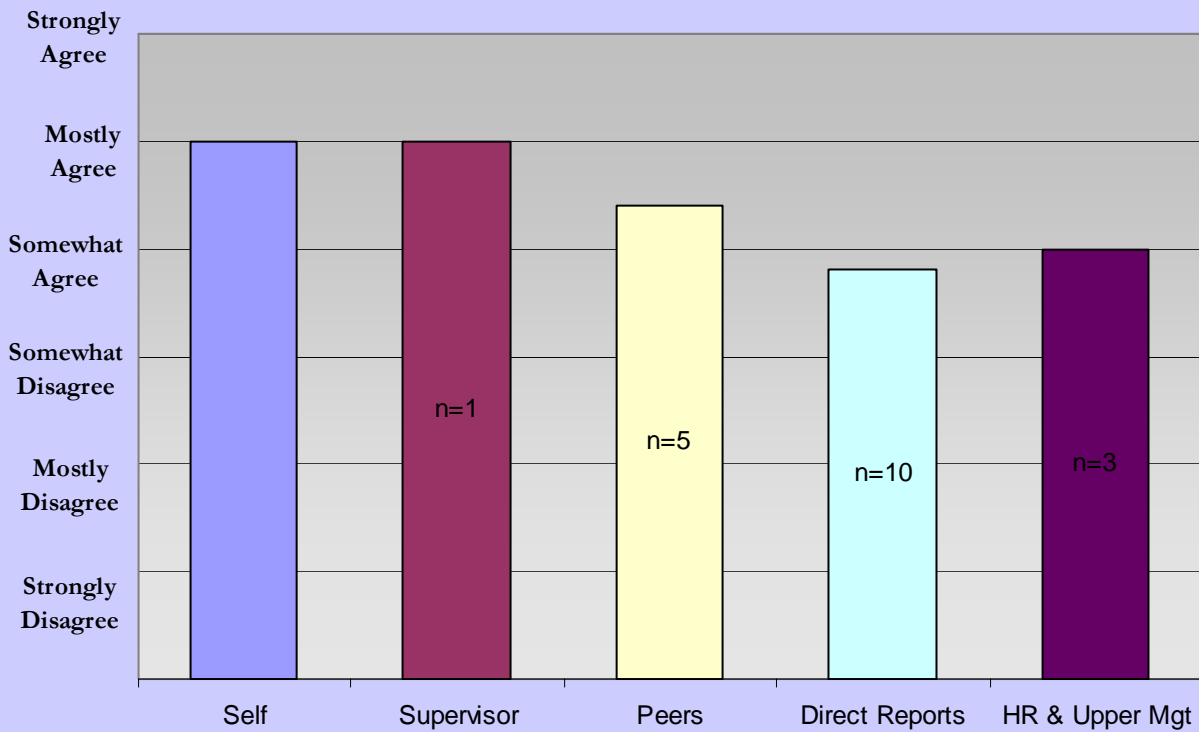


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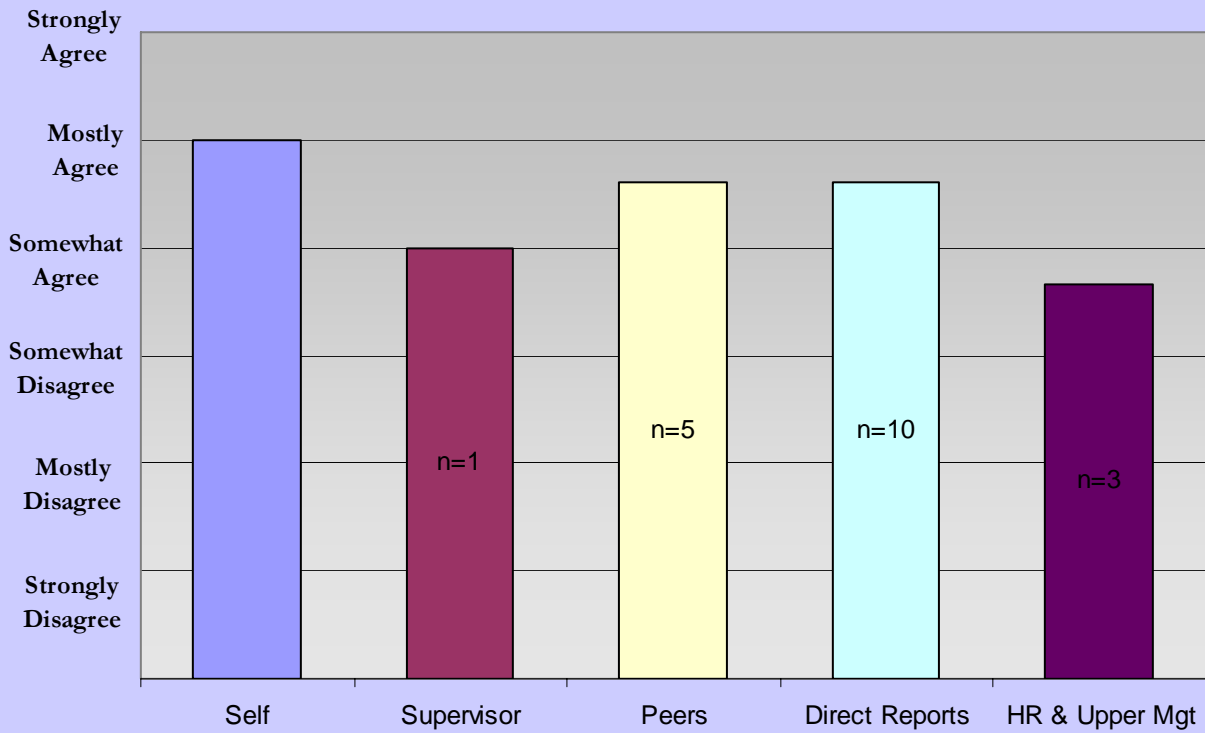
8. Respects others' opinions



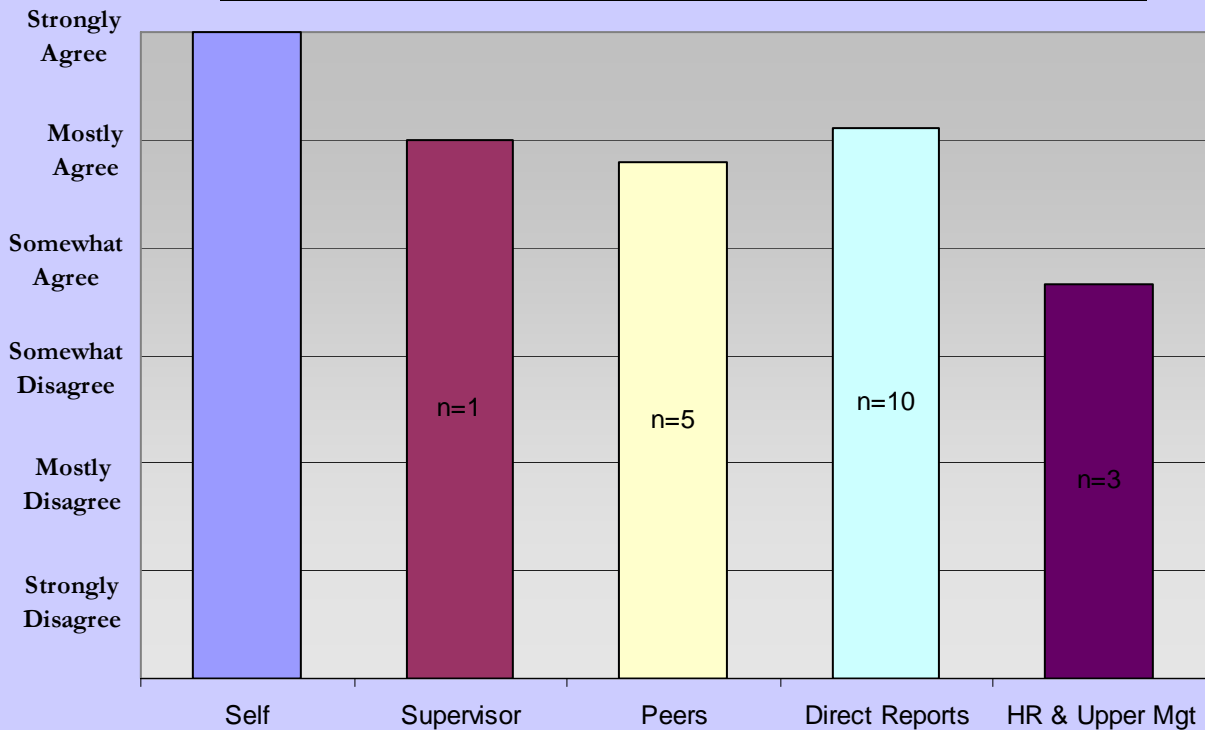
16. Treats others with respect and dignity



24. Treats others fairly and honestly



32. Shows respect for others' skills, abilities and knowledge



Responses to Open-Ended Questions

What are this leader's most significant strengths?

- Always willing to help at a moments notice.
- Creative with difficult tasks to help the sales team accomplish revenue goals.
- Offers to help others in need (both professionally and personally) and delivers above expectations.
- Can Do attitude, Integrity, trust
- Clear and concise.
- Follows through on her promises and most often exceeds my expectations.
- Confident and focused on the goal.
- Consistently supportive.
- Clear lines of communication. Mutual respect. 'Open door', I am comfortable asking her opinion/help.
- Direct & knowledgeable also respectful and honest.
- Good sense of humor and fosters a great sense of camaraderie among team.
- Energetic, Born Leader, Team First attitude
- Go-to person, get thing done. A Leader in the organization. Un-biased, does what's best for the company.
- Her financial acumen.
- Is willing to listen to creative ideas on licensing and payment structures.
- Jane is highly-respected throughout the organization. She is professional and straightforward in goal-setting with the sales team, and holds the team accountable for meeting their goals.
- Jane will take responsibility and can be trusted to complete all tasks on time.
- Lead by example. Willing to do whatever it takes. Would never expect something from someone that she has done or wouldn't do herself.
- Is a great listener.

What are this leader's most significant developmental opportunities?

- Be more vocal
- Better communication.
- Clearly communicate expectations and give immediate constructive feedback.
- Hold subordinates accountable.
- I don't really have anything here, except perhaps a little more interaction with all parts of the company, for example engineering, so that everyone gets to know her better.
- If she were trying to lead me in my work she would have to take a more active role in directing remote employees.
- Points out the obvious, such as the rudeness of loudness in the hallways (which I tune out).
- Package her best / creative ways in which she was able to assist in closing a deal and keep them handy as a reference guide which can be related to the sales team as alternatives to standard deal closings.
- She could be a little more visible to the field sales team.
- Use the PI to her best advantage. She needs to learn to give the feedback that she doesn't need to the people who do in order to get the most out of them.

What additional anonymous feedback would you like to provide to this leader?

- Great attitude, always available, projects a positive and competent demeanor.
- I have worked with many CFO's and she ranks right up near the top of my list of talented executives.
- I have her back and she has mine. I would trust her with my kids' lives.
- I think Jane is an absolute joy to work with. She's professional and thorough, honest and hard working.
- She always lends a helping hand and treats everyone with mutual respect.
- If it is possible, just keep up the good work. Jane is the most effective CFO I ever met.
- I'm very happy she's our CFO and I think her managing of our finances has put us in the great shape we're in today.

Self vs. Other Sorted by Difference Scores

Factor Name	Statement	Self	Other	Diff.
Empower.	10. Actively promotes development opportunities for others	5	2.89	2.11
Parnter.	4. Promotes teamwork	6	4.26	1.74
Sup. Fdbk.	11. Takes time to coach and mentor others	6	4.37	1.63
Consider.	22. Actively seeks out and listens to others' ideas and concerns	6	4.42	1.58
Parnter.	28. Negotiates and compromises with others	6	4.42	1.58
Trust	15. Can be trusted to deal discretely with sensitive information	6	4.47	1.53
Empower.	2. Provides information and direction to help others be successful	6	4.68	1.32
Empower.	26. Makes sure others have the tools, resources and skills to succeed	6	4.79	1.21
Respect	32. Shows respect for others' skills, abilities and knowledge	6	4.79	1.21
Consider.	14. Considerate and thoughtful of others	5	3.84	1.16
Respect	16. Treats others with respect and dignity	6	4.95	1.05
Trust	7. Trusts others to make good decisions	6	5.00	1.00
Consider.	30. Follows-up with others in a timely manner	5	4.05	0.95
Empower.	18. Encourages initiative and independence in others	5	4.32	0.68
Recog.	1. Regularly takes the time to let others know that their work is appreciated	5	4.37	0.63
Expect.	13. Provides clear and consistent direction regarding work priorities	5	4.42	0.58
Sup. Fdbk.	27. Delivers corrective feedback in a constructive, helpful and positive manner	5	4.42	0.58
Trust	31. Keeps promises and commitments	5	4.42	0.58
Respect	8. Respects others' opinions	5	4.53	0.47
Expect.	29. Clearly communicates goals and objectives	5	4.53	0.47
Parnter.	20. Encourages cross-departmental cooperation	5	4.68	0.32
Sup. Fdbk.	3. Regularly provides performance feedback to others	4	3.79	0.21
Recog.	9. Makes sure that others get the credit they deserve	5	4.79	0.21
Parnter.	12. Actively reaches out to collaborate with others	5	4.79	0.21
Recog.	17. Recognizes and rewards others based on their job performance	5	4.89	0.11
Sup. Fdbk.	19. Gives straightforward, sincere and honest feedback	5	4.89	0.11
Trust	23. Deals with people directly instead of talking behind their backs	5	4.89	0.11
Respect	24. Treats others fairly and honestly	5	4.89	0.11
Recog.	25. Frequently gives "pats on the back" for a job well done	5	5.16	-0.16
Expect.	5. Holds others accountable for achieving goals and objectives	4	4.37	-0.37
Consider.	6. Considers impact on others before making decisions	2	3.21	-1.21
Expect.	21. Sets reasonable standards and expectations for others	2	3.53	-1.53

Note: Items highlighted in **red** indicate responses in which the identified leader rated him/herself as '1' point or higher than the average of all other respondents. In other words, the leader viewed him/herself as significantly better than others did. In contrast, item highlighted in **green** indicate responses in which others scored the leader significant better – by '1' point or more.

RESPECT™ – 360° Leader Report Action Worksheet

Leading with RESPECT will produce remarkable results in your ability to engage others and create an environment where others become active collaborators in furthering your objectives. Leading with RESPECT is a skill which, like any other skill, requires practice in order to improve. Using the RESPECT framework, list specific actions to practice. Each action should be specific, take only a few minutes and be slated to occur within two weeks. For example, under “Recognition” a possible action step might be to call one of your peers and thank him/her for a recent contribution they made to your organization.

Recognition: Recognizing, acknowledging and showing appreciation for others.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Empowerment: Providing others with the tools and resources to be successful.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Supportive Feedback: Delivering regular performance feedback.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Partnering: Fostering a collaborative working relationship.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Expectations: Setting clear and realistic expectations.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Consideration: Showing thoughtfulness and consideration toward others.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Trust: Demonstrating confidence and faith in others.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

RESPECT: Treating others with respect.

Action: _____ Date: _____
Action: _____ Date: _____
Action: _____ Date: _____

Appendix A

**RESPECT™ – 360° Leader
Assessment Hardcopy Form**

Directions: The following survey contains 32 specific statements and 3 open-ended questions. After reading each statement, indicate how strongly you agree or disagree with the statement by placing an “X” in the appropriate box. Check one and only one box per statement. If, due to limited interaction with the identified leader, you feel unable to offer a valid opinion concerning a particular behavior, please check the box labeled N/A.

Your responses are completely anonymous and will be combined with those of others in your organization. The summarized results will be shared with the participant, the participant's direct supervisor and human resources.

Before beginning, indicate your position relative to the participant. If you have ANY question regarding your position relative to the participant, contact your human resources department or the sponsor of this survey for clarification before continuing.

Direct Report Peer Supervisor Upper Management Self

	Statement	Strongly Disagree	Mostly Disagree	Somewhat Disagree	Somewhat Agree	Mostly Agree	Strongly Agree	N/A
1.	Regularly takes the time to let others know that their work is appreciated							
2.	Provides information and direction to help others be successful							
3.	Regularly provides performance feedback to others							
4.	Promotes teamwork							
5.	Holds others accountable for achieving goals and objectives							
6.	Considers impact on others before making decisions							
7.	Trusts others to make good decisions							
8.	Respects others’ opinions							
9.	Makes sure that others get the credit they deserve							
10.	Actively promotes development opportunities for others							
11.	Takes time to coach and mentor others							
12.	Actively reaches out to collaborate with others							
13.	Provides clear and consistent direction regarding work priorities							

	Statement	Strongly Disagree	Mostly Disagree	Somewhat Disagree	Somewhat Agree	Mostly Agree	Strongly Agree	N/A
14.	Considerate and thoughtful of others							
15.	Can be trusted to deal discretely with sensitive information							
16.	Treats others with respect and dignity							
17.	Recognizes and rewards others based on their job performance							
18.	Encourages initiative and independence in others							
19.	Gives straightforward, sincere and honest feedback							
20.	Encourages cross-departmental cooperation							
21.	Sets reasonable standards and expectations for others							
22.	Actively seeks out and listens to others' ideas and concerns							
23.	Deals with people directly instead of talking behind their backs							
24.	Treats others fairly and honestly							
25.	Frequently gives "pats on the back" for a job well done							
26.	Makes sure others have the tools, resources and skills to succeed							
27.	Delivers corrective feedback in a constructive, helpful and positive manner							
28.	Negotiates and compromises with others							
29.	Clearly communicates goals and objectives							
30.	Follows-up with others in a timely manner							
31.	Keeps promises and commitments							
32.	Shows respect for others' skills, abilities and knowledge							

Open-Ended Comments

What are this leader's most significant strengths?

What are this leader's most significant developmental opportunities?

What additional anonymous feedback would you like to provide to this leader?