



# TRUE GROWTH<sup>®</sup>

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## 360<sup>o</sup> ASSESSMENT

Prepared For:

Bill Sample

January 04, 2017

AN LWM III CONSULTING SOLUTION

## Reading Your Introspective Leader Awareness Assessment

Read your assessment with an appreciative attitude that the raters are assisting in your continued development. Remember this feedback is a gift!

It's a commonly held perception that leaders know who they are. To do so, this requires considerable reflection upon your thoughts, feelings, and behaviors. Obtaining feedback from others through assessments like this one is another excellent mechanism to learn about you. Leaders know the perception that others have of them in the workplace environment is more important than their self-perception. Feedback from the people with whom you associate is critical for you to manage your reputation. Self-assessments are excellent tools to learn about you as we did with the Working Differently with Different People, Energy Audit and Readiness for Change tools during the Personal Assessment Seminar. There are so many self-assessments on the market that selecting good ones can be confusing. LWM III Associates can help you select those that can continue your personal development.

There are always three options of what you may do with feedback.

1. Deny it.
2. Listen to understand it, perhaps, but do nothing with it.
3. Listen to understand it and use it to maximize performance.

Tom Rath and Barry Conchie, Strengths Based Leadership, emphasize the importance to know and maximize our strengths. We also know that leaders minimize the impact of their Achilles' Heels or those behaviors that could be interfering with their personal and career development. It makes no sense to shoot yourself in the foot before running the marathon. LWM III Associates want to help you maximize your performance, thus keep you from shooting yourself in the foot with your personal and career development.

This report contains two sources of information.

1. **Frequency distribution of responses and a list of scores and means.** This information clearly shows both the relative strengths of the means and the gap between your perception and that of the other raters.
2. **Comments provided by the raters.** Comments can provide additional valuable information to gain further insight into the perception held by others, especially several comments addressing the same behavioral theme,.

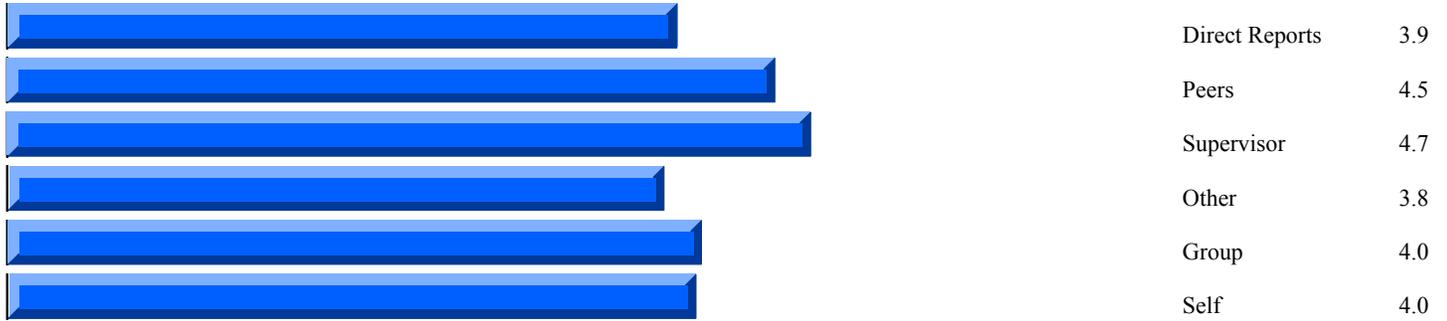
Upon returning to the workplace, thank the individuals who you invited to participate in this

# LWMIII Associates Results By Category

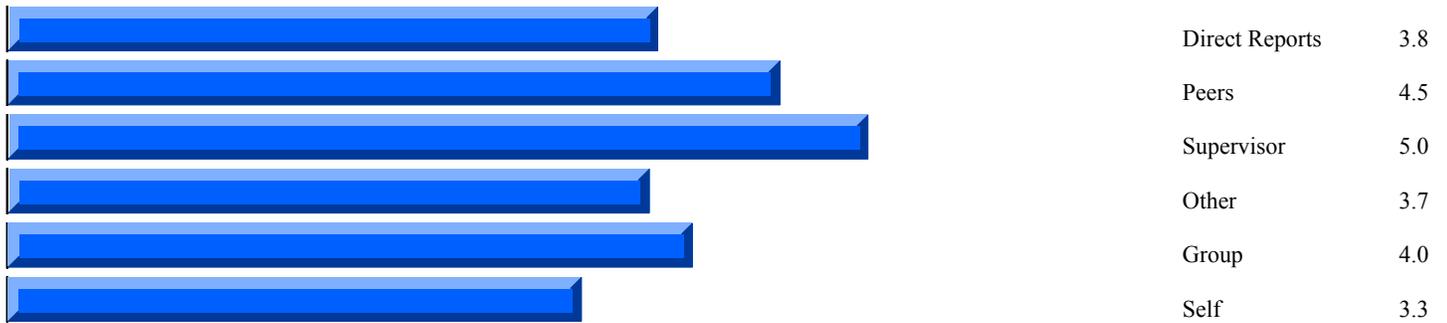
Feedback Receiver: Bill Sample



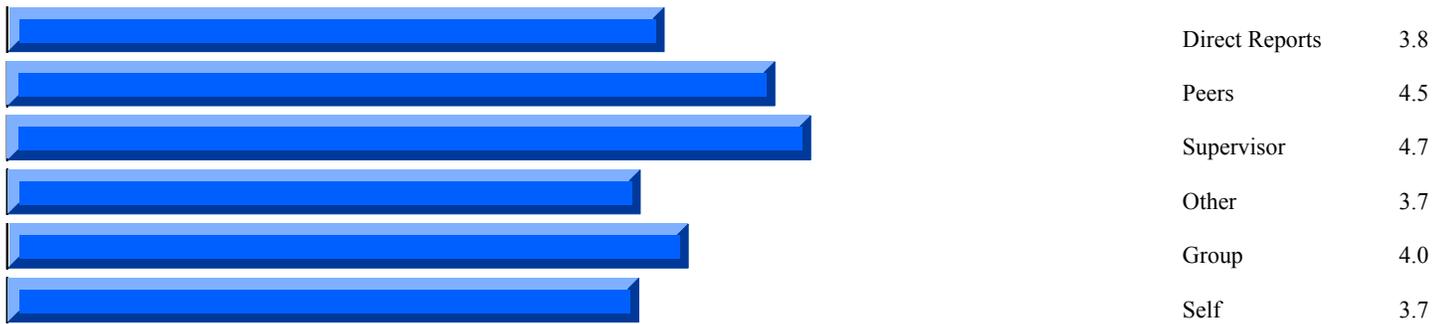
## Authentic/Humble (4.0 Average)



## Transparent (4.0 Average)

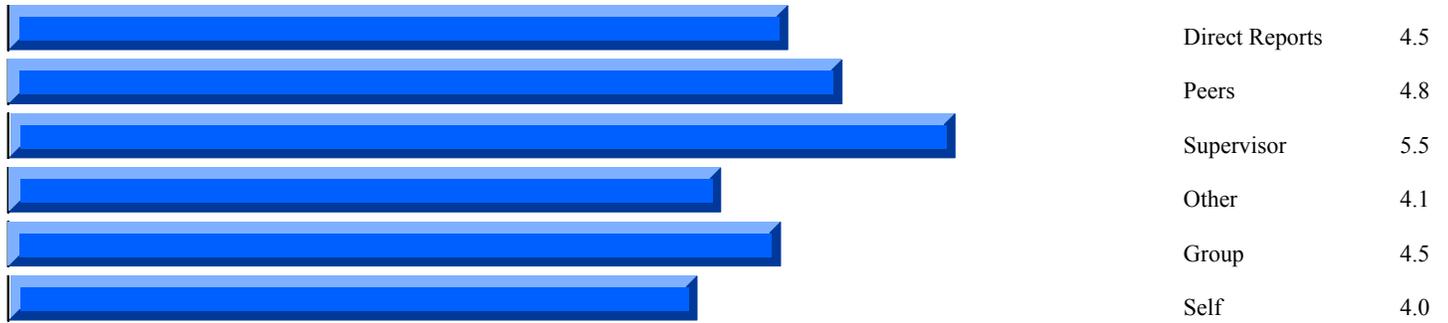


## Trustworthy (4.0 Average)

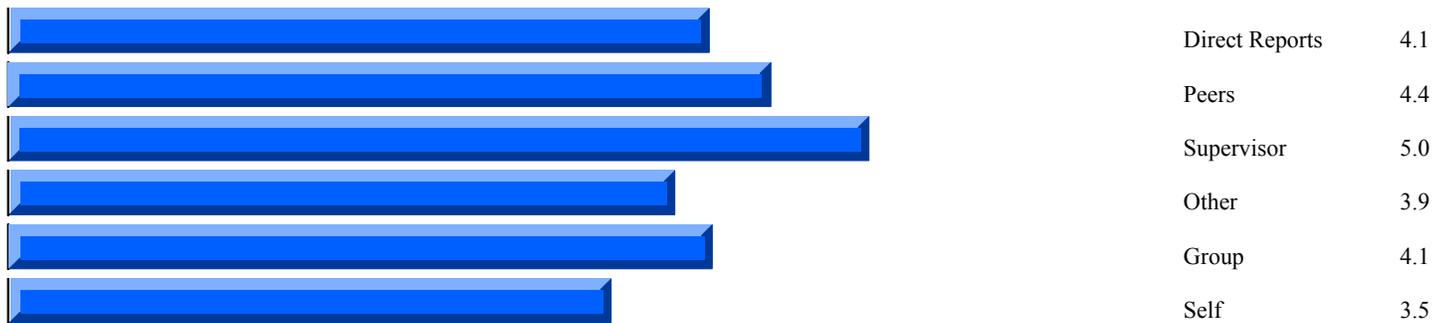


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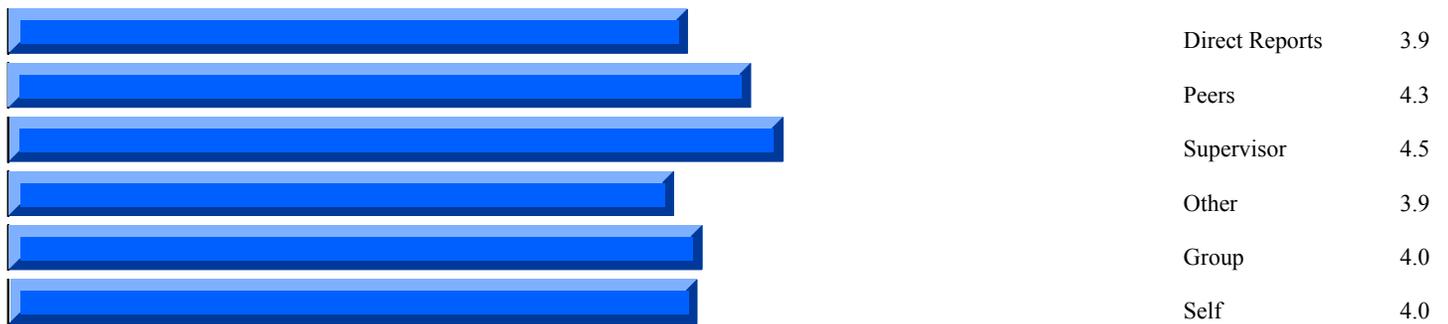
**Approachable (4.5 Average)**



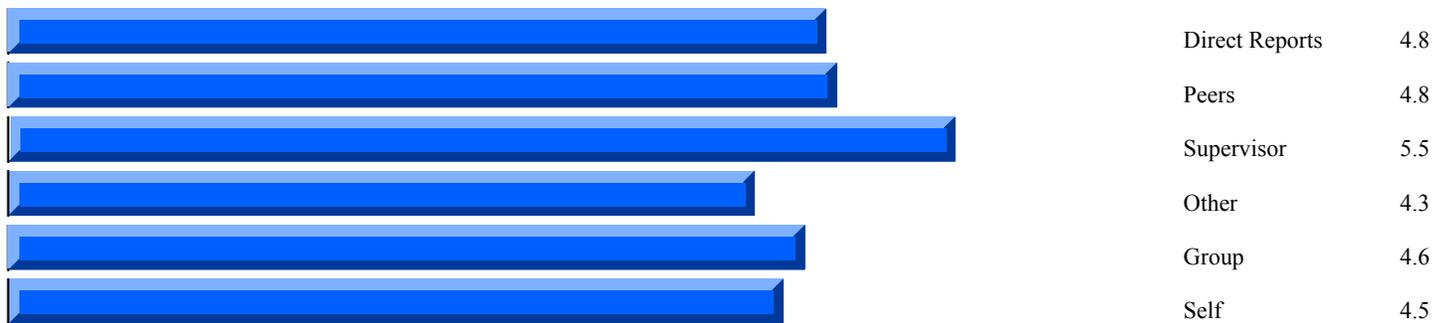
**Purposeful (4.1 Average)**



**Respects/Values People (4.0 Average)**



**Knows Self (4.6 Average)**



0 1 2 3 4 5 6

# LWMIII Associates

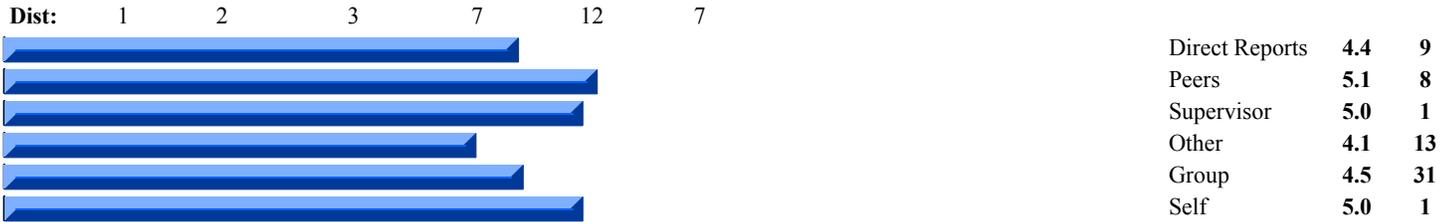
## All Questions By Category

**Feedback Receiver: Bill Sample**

0      1      2      3      4      5      6 Avg. #Resp.

### Question Category: Authentic/Humble

**1 The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.**



**What we appreciate:**

- Bill is very comfortable with himself and it shows in his confidence.
- Being his own person makes him easier to work with
- Bill is pretty much always black and white. One knows where he stands on issues.
- Bill has his own unique style.
- Direct dialogue. Professional and always puts TQ first.
- Bill has my respect.
- Bill is genuine. He asks tough questions and shows passion.
- Bill is himself, not trying to imitate others. What you see is what you get.
- You get what you see. Bill isn't fake.
- You know where you stand in his eyes.

**Where there could be improvement:**

- Condescending way of expressing his thoughts to others who have questions which he provides answers to.
- I do not think that Bill is genuine.
- Delivery of what he thinks on issues could be a bit more tactful sometimes. His firm stance sometime intimidates the more timid thereby shutting them down.
- Sometimes he pushes too hard to be effective over time. He seems aware of this and catches himself.

0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Authentic/Humble**

**2 The leader puts the interest of others and the team ahead of his/her own self interests.**

Dist: 2 6 3 12 7 2



Direct Reports	3.3	9
Peers	4.0	8
Supervisor	5.0	1
Other	3.6	13
Group	3.7	31
Self	4.0	1

**What we appreciate:**

- I believe there is value in his suggestions due to his customer base knowledge.
- Trust him to work for the common goal
- He is always trying to get the best result.
- Bill portrays himself as always having the interests of the company ahead of his personal career goals.
- Bill is very supportive of the people who report into him.
- Bill asks good questions for the betterment of The team.

Believe Bill has improved in this area, at least in the perception of it. The one area he may struggle a little in where there is a question of who is in control and makes the decisions. It is still hard for Bill to trust others when it is not under his control at times.  
 Bill sticks up for his team. Probably would do so even if it meant his job.  
 Bill has improved in this area in the last couple years. He asks more frequently for input from others.

**Where there could be improvement:**

- Redoing development for specific 'wording' which in some cases I feel are his personal views and not the best for the team/feature negatively impacts the redevelopment of code, test cases and doc. Sometimes there is no good reason for the change other than he says so.
- He tends to develop strong opinions without enough information.
- Bill makes sure that he takes care of Bill.
- When conflict arises, there are times when Bill falls back into "victim mentality" mode. This has improved over time but it's still there.
- Bill puts himself above others in many cases.
- Bill has to be careful of other people's perceptions, right or wrong - they think he wants to be the next CEO.
- He has good vision and ideas, but has a hard time accepting the ideas of others when they may be better than his.

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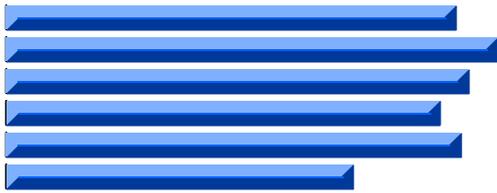
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Avg. #Resp.

**Question Category: Authentic/Humble**

**3 The leader avoids the limelight while ensuring team members receive recognition for their performance.**

Dist: 2 4 4 7 13 1



Direct Reports	3.9	9
Peers	4.3	8
Supervisor	4.0	1
Other	3.8	12
Group	3.9	30
Self	3.0	1

**What we appreciate:**

- Bill does a good job recognizing team and team member accomplishments.
- Very little appreciation or recognition for teams or individuals that have accomplished significant events.
- Bill has improved in this area. At times, he does recognize when others do good work.
- In group/public settings Bill is very supportive of his teammates.
- Bill gives his team members credit for their accomplishments.
- Truly gives his managers and others a full mandate
- Bill recognizes his managers and other employees and cites their success stories.
- Believe Bill strives hard to recognize others when they perform well. At the same time, I believe this will never be an issue for Bill as he strives to have control over things that automatically puts him into the limelight without even trying.
- Always recognizes teams for success.
- Bill recognizes others achievements more often than previously.

**Where there could be improvement:**

- Bill still likes to be seen.
- The support of staff members comes across as a bit artificial at times.
- Bill enjoys the limelight above all else.
- If someone stood out he could call them into his office and personally thank them instead of thanking the team in general.
- There are times when Bill could recognize others more frequently such as during the Department Headlines at SCOOP.

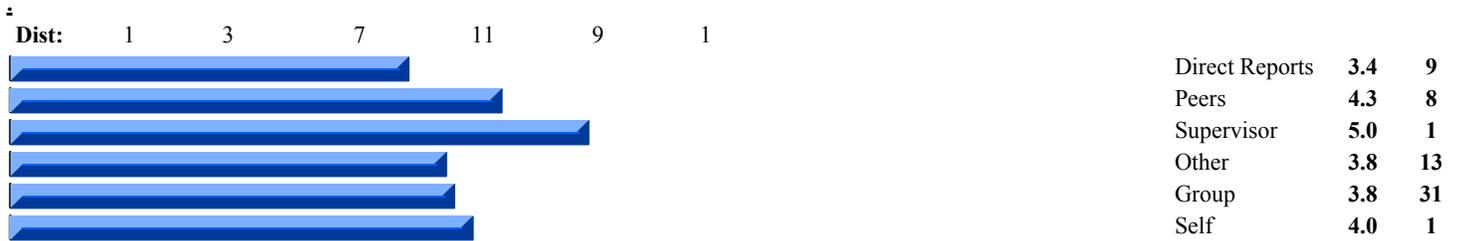
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Avg. #Resp.

**Question Category: Transparent**

**4 The leader's words and actions are consistently aligned.**



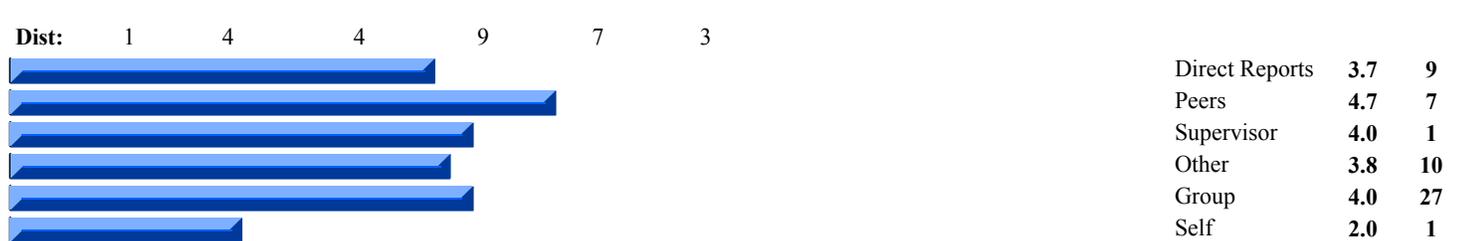
**What we appreciate:**

When I see a roadmap the plan is soon in full swing.  
 A commitment made by Bill is an action that gets accomplished.  
 Most of the time.  
 Very much so. He follows thru on what he says.  
 Bill will strive to have his words and actions consistently aligned. Most of the time, he is trying to do what is fair to all.

**Where there could be improvement:**

Since TQ is using 'agile process', what was decided one month is changed the next and some times right up until the code is released. The excuse is we are 'agile' instead of sticking to a plan and not changing the course. There have been areas of features that have reverted back to the original plan in the first place or terminology reverted back to the original 2 mns after it was changed. Yes, we are Agile but going 2 steps forward and 3 back is not gaining any ground  
 Bill says one thing to one individual and then does or says something completely different to another individual.  
 He sometimes says things that reinforce what's being discussed in the moment, but contradicting that viewpoint later in another conversation with other people.

**5 The leader openly discusses his/her personal values and the organization's values with colleagues.**



**What we appreciate:**

People are our most important resource is what I hear but....  
 Not sure about how openly Bill communicates his personal values, but I believe his values are consistently aligned with the values of TeamQuest.  
 When the opportunity presents itself, you may find Bill attempting to share his personal values.  
 Bill has discussed his personal life with me and I can gauge his values from that.

**Where there could be improvement:**

Maybe then management should listen to our suggestions because some of us have visions too and the ability to see if a product or feature is going to be easy or hard to understand and use.

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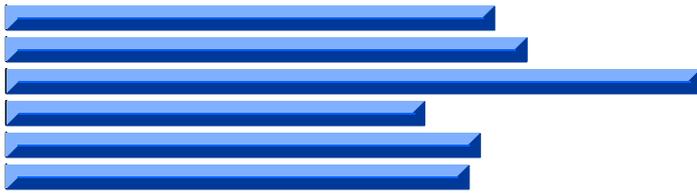
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Avg. #Resp.

**Question Category: Transparent**

**6 The leader ensures people are informed about the reasons for his/her decisions/actions.**

Dist: 3 6 10 11 2



Direct Reports	4.2	9
Peers	4.5	8
Supervisor	6.0	1
Other	3.6	13
Group	4.1	31
Self	4.0	1

**What we appreciate:**

Bill is very good at communicating the rational behind his decisions and keeping people informed on project status, especially when exceptions to plans occur..

Tells it how it is, positive AND negative

There is usually no doubt as to where Bill stands on things and he is usually effective in presenting his reasoning behind the decisions.

He is honest about his reasoning. He's honest about why he can't share things also.

**Where there could be improvement:**

There are times when a decision is made and the reasons don't seem to get down to non-management employees.

Sometimes but not all reasons are explained that make any sense other than his personal choice and not the easiest way to accomplish the same thing.

There are times when it appears communication doesn't always get to the people who are affected by the decision.

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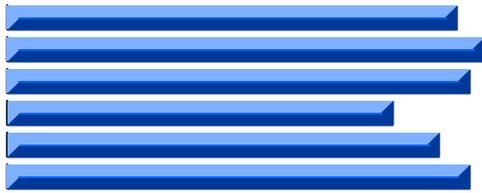
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Avg. #Resp.

**Question Category: Trustworthy**

**7 The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.**

Dist: 3 2 7 9 8 2



Direct Reports	3.9	9
Peers	4.1	8
Supervisor	4.0	1
Other	3.3	12
Group	3.7	30
Self	4.0	1

**What we appreciate:**

Believe that Bill's heart is in the right place with his actions for the best interest of the Company.

Bill has high integrity and will defend it.

**Where there could be improvement:**

Do not know if it is the right thing to do when it comes to entire design changes because there are not enough examples provided except just what 'one' customer is doing in the field. Changes are going to impact all customers and we do not use our IT Ops dept enough to bounce changes off of.

Bill acts in Bill's best interest.

Bill does what is needed to advance himself.

I do feel that Bill's personal feelings toward on individual does influence his decisions at times.

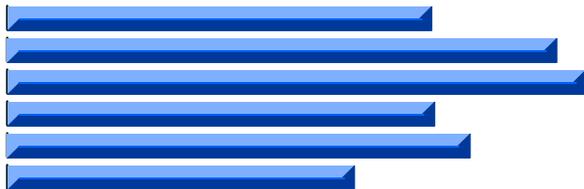
Bill puts his own feelings above all else.

Bill needs to continue to work on his tone of voice when he challenges others. He has tried in this area, but speed of his words and tone change put forward emotional type responses from others. Don't give up on this, keep working on it.

Sometimes not flexible when he has a strong opinion on something.

**8 The leader makes every effort to deliver on promises and commitments.**

Dist: 1 4 5 9 11 2



Direct Reports	3.7	9
Peers	4.8	8
Supervisor	5.0	1
Other	3.7	13
Group	4.0	31
Self	3.0	1

**What we appreciate:**

Bill sets goals for himself and his teams. He then does everything he can to make sure these goals are met. From a company in years past we have not done a good job of this.

Yes, as commented on before.

No one delivers on all promises and fulfills all commitments, but I do feel Bill will error on the conservative side to make sure he is not over committed to deliver. I would like to see Bill be less conservative here and reach out for help to find ways to deliver.

He tries.

**Where there could be improvement:**

There used to be code cutoff deadlines and now it seems anything goes up until the code is released for GA. Really do not know the impact of the changes without redoing all testing of that particular product. Problems can be introduced at the last minute without finding them.

When Bill accepts an action item during a meeting, he rarely writes it down which makes it easy to forget about the action item.

He is very busy and takes responsibility for many things. This makes it hard for him to do everything well or fully.

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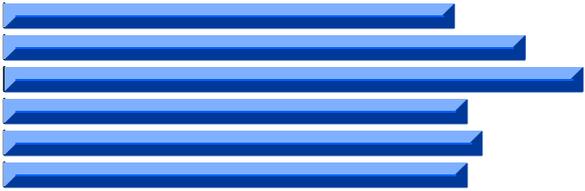
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Avg. #Resp.

**Question Category: Trustworthy**

**9 The leader willingly admits his/her mistakes and accepts complete responsibility for his/her actions.**

Dist: 5 5 5 15 2



Direct Reports	3.9	9
Peers	4.5	8
Supervisor	5.0	1
Other	4.0	13
Group	4.1	31
Self	4.0	1

**What we appreciate:**

Yes, Bill takes ownership for his decisions and if they prove to be wrong he is the first to admit it.

Bill has improved in this area.

I believe he does this, and also tries to improve or learn from mistakes.

Bill will admit his mistakes. Believe he would prefer to implement an action and ask for forgiveness later if it was a mistake.

Very honest and tries to see through other's eyes.

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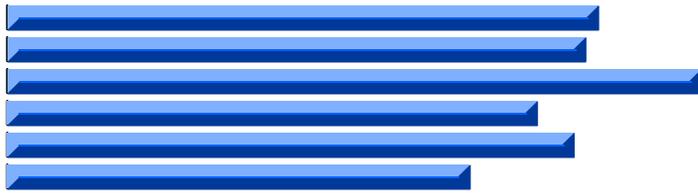
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Avg. #Resp.

**Question Category: Approachable**

**10 The leader acts in a self-assured way and is comfortable engaging in conversation.**

Dist: 4 4 15 8



Direct Reports	5.1	9
Peers	5.0	8
Supervisor	6.0	1
Other	4.6	12
Group	4.9	30
Self	4.0	1

**What we appreciate:**

- Confidence is inspiring
- He always comes across as confident he knows what should be done.
- Yes Bill is very self assured.
- Very confident.
- Bill communicates with confidence.
- Bill will always act in away that is self-assured to what he is doing.
- Very confident. Thinks very fast on his feet.

**Where there could be improvement:**

- He always comes across as confident he knows what should be done. But too much of that can come across as overconfident.
- Might be that he doesn't fully take opposing opinions in for full consideration because he is so self assured.
- Over confident. He doesn't know what he doesn't know. Bill needs to seek input and not "bully" people technically.
- When providing advice to others, Bill will use personal business experiences that he believes scale or relate to the current situation being discussed as a credible data point source when he would be better off not giving his experience that much credit relating to the current discussion.
- He would be better received by starting out saying something like...."this goes a little beyond what I dealt with in my own past business dealings, but this experience with it might help a little....."

0 1 2 3 4 5 6

**Question Category: Approachable**

**11 The leader encourages others to provide feedback to improve his/her performance and the organization's performance. Is receptive to negative information, i.e., does not "shoot messengers".**

Dist: 5 3 6 10 7



**What we appreciate:**

- I think Bill is really improving in this area.
- Yes in his peer group this is true.
- I believe Bill is open to receiving feedback and wants honest and direct communication from others.
- Bill is always asking for feedback and wants to do better.
- Asks for honest feedback.
- Bill has improved in this area.

**Where there could be improvement:**

- Afraid to voice opinions for fear of repercussion.
- I would be surprised if many people would feel comfortable giving Bill direct feedback.
- Subordinates will likely fear reprisals.
- As mentioned before, Bill's communication style can be intimidating at times having the affect to shutting some folks down.
- I am not sure about his direct reports comfort level in providing him feedback.
- Bill does not take feedback, especially criticism well.
- Bill is very honest and direct in giving feedback and citing what needs improvement.
- Depending on the way it is delivered, it may create an environment where others don't offer him as much feedback if they believe he will be very direct or defensive when receiving it.
- Not everyone feels comfortable giving him feedback.
- Bill could ask more frequently for feedback, perhaps having a release retro with the managers would encourage additional feedback.

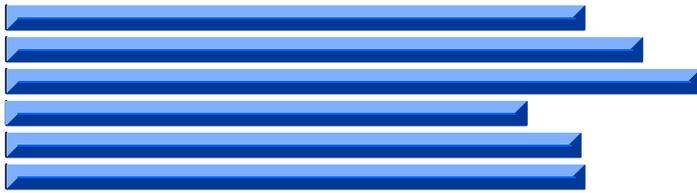
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Avg. #Resp.

**Question Category: Approachable**

**12 The leader demonstrates the courage to challenge others.**

Dist: 1 2 5 11 12



Direct Reports	5.0	9
Peers	5.5	8
Supervisor	6.0	1
Other	4.5	12
Group	5.0	30
Self	5.0	1

**What we appreciate:**

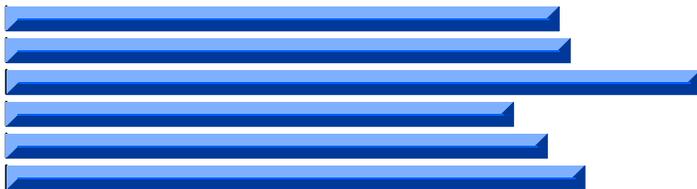
Always  
 Yes, Bill asks the hard questions in order to challenge the status quo. It's a strength especially in Jerred's staff meetings.  
 Bill will challenge anyone and anything!  
 Bill asks challenging questions and seeks to understand.  
 This is not a problem for Bill, he will constantly challenge others. While doing this, Bill will need to work on how all members of management can help improve any shortcomings instead of just trying to offer help on a individual basis. More people need to be I voiced to make it a collaborative approach.  
 Supportive. Believes in me.  
 He has a strong technical and practical background. Bill voices his opinions and will speak out when needed.

**Where there could be improvement:**

Bill views issues as crusades. If he thinks he can win, he has no problem creating a large wake.  
 He should challenge himself and his organization as much as he challenges others.  
 He will not challenge the CEO or CFO.

**13 The leader is frequently visible throughout the workplace.**

Dist: 1 3 6 17 5



Direct Reports	4.8	9
Peers	4.9	8
Supervisor	6.0	1
Other	4.4	13
Group	4.7	31
Self	5.0	1

**What we appreciate:**

Normally visible all the time but has no time to talk to individuals.  
 He is always out talking to people. He does not expect people to follow the "chain of command".  
 Bill is a very engaging manager. He initiates frequent one on ones both within and outside his department and participates in many team meetings.  
 Bill is involved.  
 By default, I would say visibility throughout the workforce would have to be true since you will usually not find Bill in his office. Either that, or is just has too many meetings.  
 Makes himself available for answers or direction.

**Where there could be improvement:**

Usually tied up in meetings all day  
 Bill likes to be seen.

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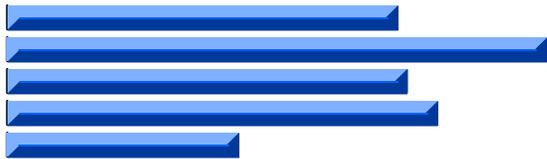
0 1 2 3 4 5 6

Avg. #Resp.

**Question Category: Purposeful**

**14 The leader openly shares his/her life's calling (purpose).**

Dist: 2 2 7 8 6 1



Direct Reports	3.4	8
Peers	4.7	6
Other	3.5	11
Group	3.7	25
Self	2.0	1

**What we appreciate:**

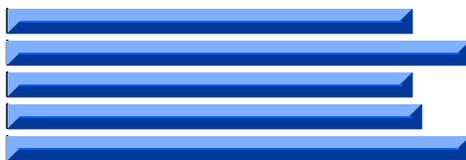
Not sure how important this is in her work life.  
I can't really say that Bill passionately shares his calling or purpose.

**Where there could be improvement:**

Not sure how this would occur but it would be nice to understand his purpose.

**15 The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.**

Dist: 2 1 4 9 4



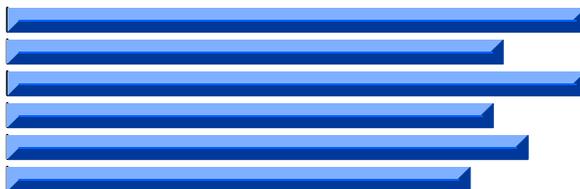
Direct Reports	3.5	8
Peers	4.0	3
Other	3.5	8
Group	3.6	19
Self	4.0	1

**Where there could be improvement:**

Bill could ask more frequently about job satisfaction, how are things going, etc.

**16 The leader demonstrates the importance of an effective work/life balance between career, family, and self.**

Dist: 1 2 10 10 4



Direct Reports	5.0	8
Peers	4.3	7
Supervisor	5.0	1
Other	4.2	10
Group	4.5	26
Self	4.0	1

**What we appreciate:**

I think Bill has found the balance that works for him. He is not afraid to put the extra time to meet timelines.  
I have observed him supporting his direct reports and coaching around balance.  
Bill demonstrates the importance to balance life unknowingly while he is on PTO when it shows how tight he holds the reins when he is gone in getting things done through his operations.  
You can sense reluctance within his team to move without affirmation after Bill's return.  
He truly believes this.  
Bill understands when family commitments need to take priority.

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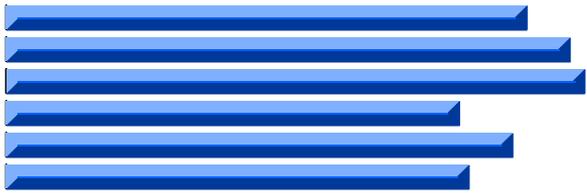
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Avg. #Resp.

**Question Category: Purposeful**

**17 The leader seeks to continuously improve his/her performance.**

Dist: 1 5 8 14 2



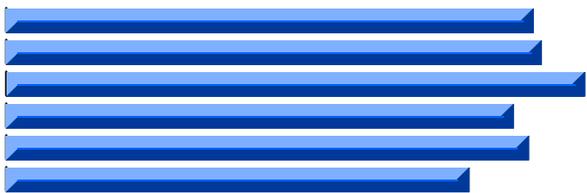
Direct Reports	4.5	8
Peers	4.9	8
Supervisor	5.0	1
Other	3.9	12
Group	4.4	29
Self	4.0	1

**What we appreciate:**

Bill is participating in this process.  
 I feel Bill strives to improve himself. He is never opposed to seek out self improvement opportunities.  
 He asks for feedback throughout the year and especially during times conflicts have occurred.  
 I believe Bill is truly doing this. All of my interactions with him are positive and I respect his input and desire to improve.  
 You will find Bill seeking to continually improve his performance. But, at the same time, Bill did not continue his personal board of director meetings for very long after the first TGA.  
 Bill challenges himself and likes to get involved.  
 I appreciate the fact that he is attending this training.

**18 The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team's mission.**

Dist: 2 3 8 15 4



Direct Reports	4.6	9
Peers	4.6	8
Supervisor	5.0	1
Other	4.4	13
Group	4.5	31
Self	4.0	1

**What we appreciate:**

Bill is a very accountable person and communicates this to his reports in his actions and words.  
 Yes, he emphasizes results. He continually works towards having the engineering organization be accountable for delivering product as promised.  
 Very clear and concise in informing all relevant stakeholders  
 Bill will encourage discussion on who is accountable for what.  
 Believe Bill strives to communicate the importance of people doing their jobs.  
 Fully believes in teamwork and knows peoples strengths and weaknesses.

**Where there could be improvement:**

Bill should help others (if he can) instead of just blaming or pointing out their flaws.

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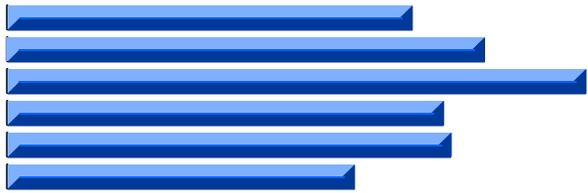
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Avg. #Resp.

**Question Category: Purposeful**

**19 The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.**

Dist: 1 3 6 13 7 1



Direct Reports	3.5	8
Peers	4.1	8
Supervisor	5.0	1
Other	3.8	13
Group	3.8	30
Self	3.0	1

**What we appreciate:**

I feel Bill understand this.

Bill is growing in this area. I have observed him asking "not telling" his reports for feedback and input when making departmental decisions.

Bill is responsive and willing to offer assistance. He is involved in a lot of important decisions, but still makes time for others on less urgent matters.

My perception is that Bill believes real success is helping others but he needs to get past the trust factor firsthand and believe that others are accountable for their actions.

He's not afraid to discipline in order to improve someone. Knowing it's in their best interest.

**Where there could be improvement:**

Bill should help others (if he can) instead of just blaming or pointing out their flaws.

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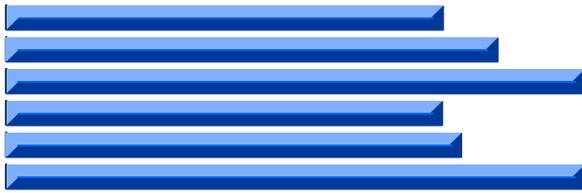
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Avg. #Resp.

**Question Category: Respects/Values People**

**20 The leader encourages, listens to understand and then uses the input of others when appropriate.**

Dist: 1 2 7 9 13



Direct Reports	3.8	9
Peers	4.3	8
Supervisor	5.0	1
Other	3.8	13
Group	3.9	31
Self	5.0	1

**What we appreciate:**

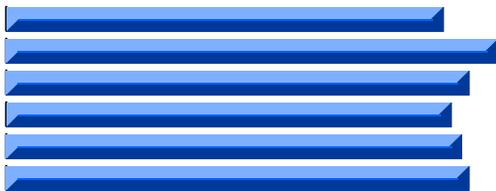
I do notice him walking the area looking for counsel from others in the work area.  
 Mostly yes.  
 Bill will use the input of others to build a business case.  
 If it makes sense, Bill will support it.

**Where there could be improvement:**

Bill needs to take more input from outside of The team.  
 Sometimes he needs some push to be on board.

**21 The leader truly cares for others and treats them fairly with dignity and respect.**

Dist: 1 4 5 10 10 2



Direct Reports	3.8	9
Peers	4.3	8
Supervisor	4.0	1
Other	3.8	13
Group	3.9	31
Self	4.0	1

**What we appreciate:**

For those who he has a good personal relationship with, absolutely.  
 Bill is generally positive and sticks to the facts.  
 Bill is generally respectful in his communications. He has made improvements in trying to keep emotions out of it. The area that puts pressure on this for him is when he is challenged on a technical basis. But overall, Bill will always try to be fair.  
 He expects certain things and makes it known. Respectfully listens

**Where there could be improvement:**

It's not good to be on Bill's bad side.  
 Where there are personality conflict Bill finds it more difficult.  
 Bill is not consistent throughout the entire company.  
 Bill is respectful most of the time, but there are occasions that his tone could be more respectful.

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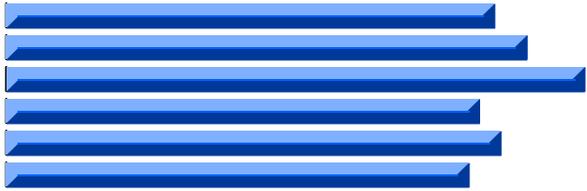
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Avg. #Resp.

**Question Category: Respects/Values People**

**22 The leader strives to minimize what he/she does that adversely impacts working relationships.**

Dist: 2 4 10 12 2



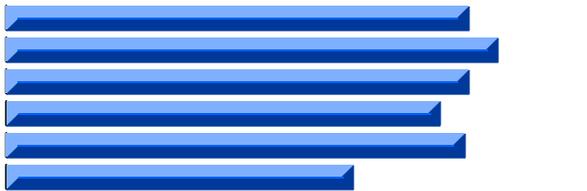
Direct Reports	4.2	9
Peers	4.5	8
Supervisor	5.0	1
Other	4.1	11
Group	4.3	29
Self	4.0	1

**What we appreciate:**

I believe this to be so as evidences by his periodic one on ones with the department heads. From a communication perspective, Bill has attempted to maximize strengths in working relationships. I am not sure if he has tried this from a "best use of talents and resources" perspective.

**23 The leader empowers others to make independent decisions within his/her intent.**

Dist: 1 4 4 10 11 1



Direct Reports	4.0	9
Peers	4.3	8
Supervisor	4.0	1
Other	3.8	12
Group	4.0	30
Self	3.0	1

**What we appreciate:**

I think Bill empowers his managers to make decisions. Bill empowers others on his team. Within Bill's intent here is key. The perception is that the empowerment is granted under a tight management rope from Bill. The degree of intent is what is in question.

**Where there could be improvement:**

He always has an opinion, and usually an informed opinion, but it makes people feel like they should always check with him before they go ahead with something. I still have the feeling that his reports look to him to make any decision outside of the normal day to day activities.

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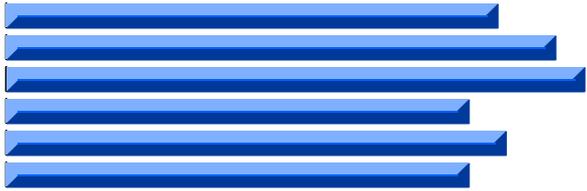
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Avg. #Resp.

**Question Category: Knows Self**

**24 The leader is knowledgeable of how he/she is perceived by colleagues.**

Dist: 1 1 4 7 14 2



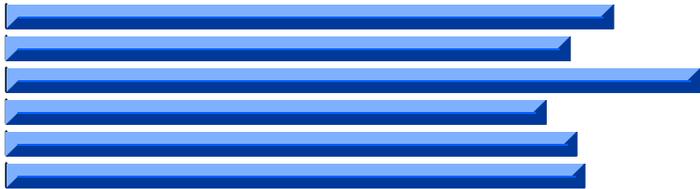
Category	Avg.	#Resp.
Direct Reports	4.3	8
Peers	4.8	8
Supervisor	5.0	1
Other	4.0	11
Group	4.3	28
Self	4.0	1

**What we appreciate:**

This survey will communicate that information.  
 Very much so especially after True Growth.  
 Bill seeks and receives enough feedback from others that he will not be surprised by any perception communicated to him.

**25 The leader is comfortable with who he/she is.**

Dist: 2 4 18 6



Category	Avg.	#Resp.
Direct Reports	5.3	8
Peers	4.9	8
Supervisor	6.0	1
Other	4.7	12
Group	4.9	29
Self	5.0	1

**What we appreciate:**

Bill appears to be a well adjusted person, comfortable with you he is and how he portrays himself.  
 Bill seems self aware.  
 With Bill, you always know what you are getting. He tries to be very transparent and he is comfortable living with his own skin.  
 Confidence

**Where there could be improvement:**

Bill tends to become aggressive in situations where he is insecure.

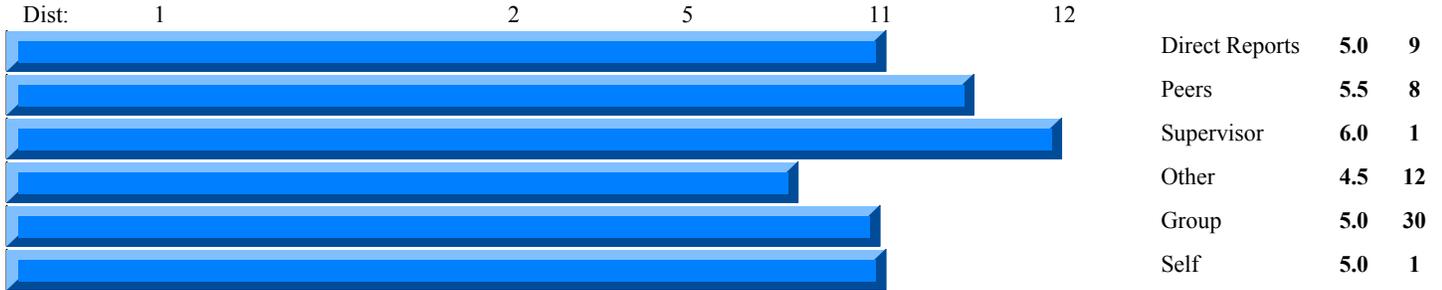
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# LWMIII Associates Strengths

**Feedback Receiver: Bill Sample**

0                    1                    2                    3                    4                    5                    6                    Avg. # Resp.

**12. The leader demonstrates the courage to challenge others.**



**What we appreciate:**

- Always
- Yes, Bill asks the hard questions in order to challenge the status quo. It's a strength especially in Jerred's staff meetings.
- Bill will challenge anyone and anything!
- Bill asks challenging questions and seeks to understand.
- This is not a problem for Bill, he will constantly challenge others. While doing this, Bill will need to work on how all members of management can help improve any shortcomings instead of just trying to offer help on a individual basis. More people need to be I voiced to make it a collaborative approach.
- Supportive. Believes in me.
- He has a strong technical and practical background. Bill voices his opinions and will speak out when needed.

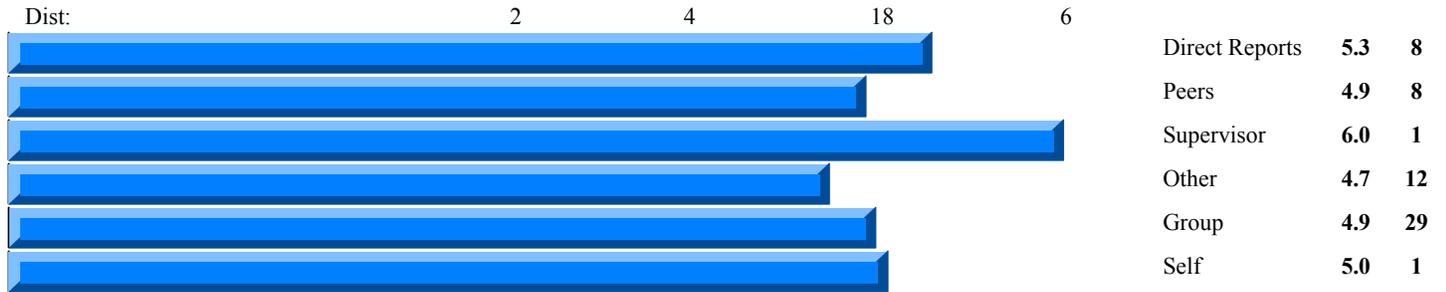
**Where there could be improvement:**

- Bill views issues as crusades. If he thinks he can win, he has no problem creating a large wake.
- He should challenge himself and his organization as much as he challenges others.
- He will not challenge the CEO or CFO.

0                    1                    2                    3                    4                    5                    6

0 1 2 3 4 5 6 Avg. # Resp.

25. The leader is comfortable with who he/she is.



**What we appreciate:**

- Bill appears to be a well adjusted person, comfortable with you he is and how he portrays himself.
- Bill seems self aware.
- With Bill, you always know what you are getting. He tries to be very transparent and he is comfortable living with his own skin.
- Confidence

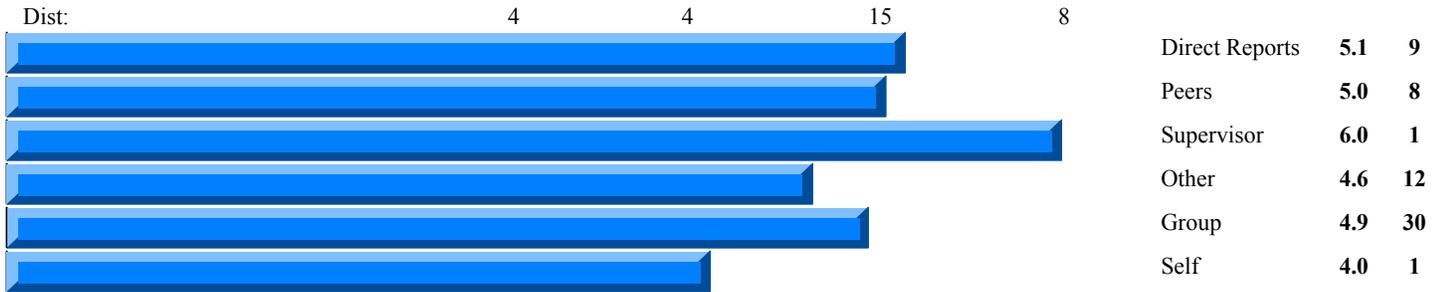
**Where there could be improvement:**

- Bill tends to become aggressive in situations where he is insecure.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

**10. The leader acts in a self-assured way and is comfortable engaging in conversation.**



**What we appreciate:**

- Confidence is inspiring
- He always comes across as confident he knows what should be done.
- Yes Bill is very self assured.
- Very confident.
- Bill communicates with confidence.
- Bill will always act in away that is self-assured to what he is doing.
- Very confident. Thinks very fast on his feet.

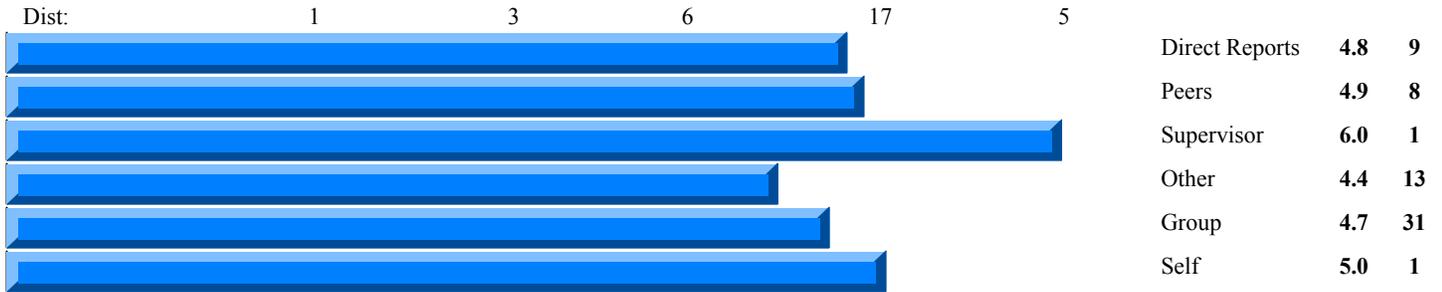
**Where there could be improvement:**

- He always comes across as confident he knows what should be done. But too much of that can come across as overconfident.
- Might be that he doesn't fully take opposing opinions in for full consideration because he is so self assured.
- Over confident. He doesn't know what he doesn't know. Bill needs to seek input and not "bully" people technically.
- When providing advice to others, Bill will use personal business experiences that he believes scale or relate to the current situation being discussed as a credible data point source when he would be better off not giving his experience that much credit relating to the current discussion. He would be better received by starting out saying something like...."this goes a little beyond what I dealt with in my own past business dealings, but this experience with it might help a little....."

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

**13. The leader is frequently visible throughout the workplace.**



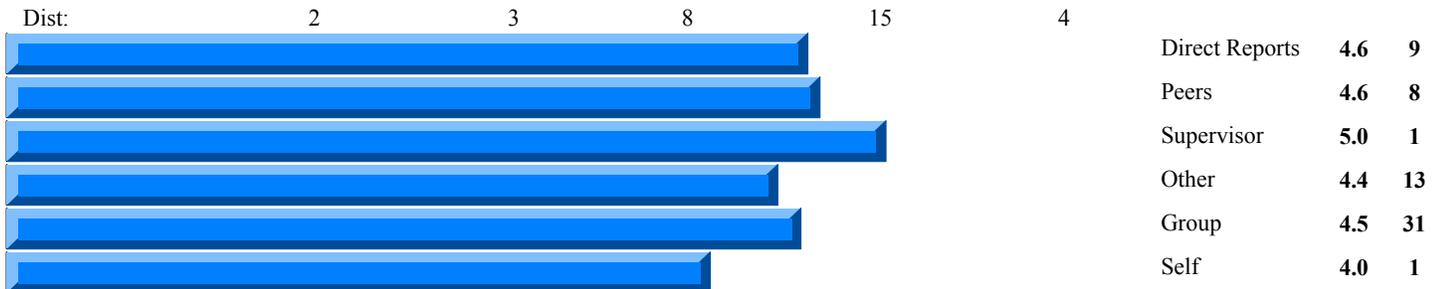
**What we appreciate:**

- Normally visible all the time but has no time to talk to individuals.
- He is always out talking to people. He does not expect people to follow the "chain of command".
- Bill is a very engaging manager. He initiates frequent one on ones both within and outside his department and participates in many team meetings.
- Bill is involved.
- By default, I would say visibility throughout the workforce would have to be true since you will usually not find Bill in his office. Either that, or is just has too many meetings.
- Makes himself available for answers or direction.

**Where there could be improvement:**

- Usually tied up in meetings all day
- Bill likes to be seen.

**18. The leader ensures that everyone understands that competently completing their responsibilities is essential to achieving the team's mission.**



**What we appreciate:**

- Bill is a very accountable person and communicates this to his reports in his actions and words.
- Yes, he emphasizes results. He continually works towards having the engineering organization be accountable for delivering product as promised.
- Very clear and concise in informing all relevant stakeholders
- Bill will encourage discussion on who is accountable for what.
- Believe Bill strives to communicate the importance of people doing their jobs.
- Fully believes in teamwork and knows peoples strengths and weaknesses.

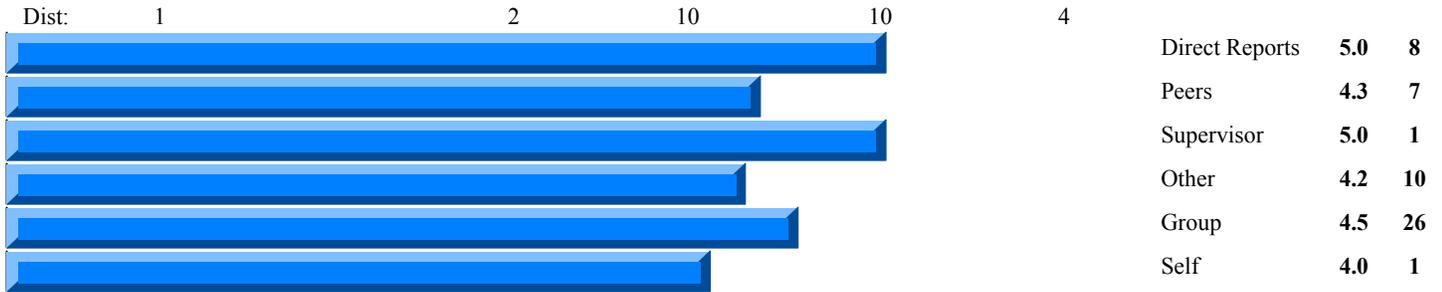
**Where there could be improvement:**

- Bill should help others (if he can) instead of just blaming or pointing out their flaws.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

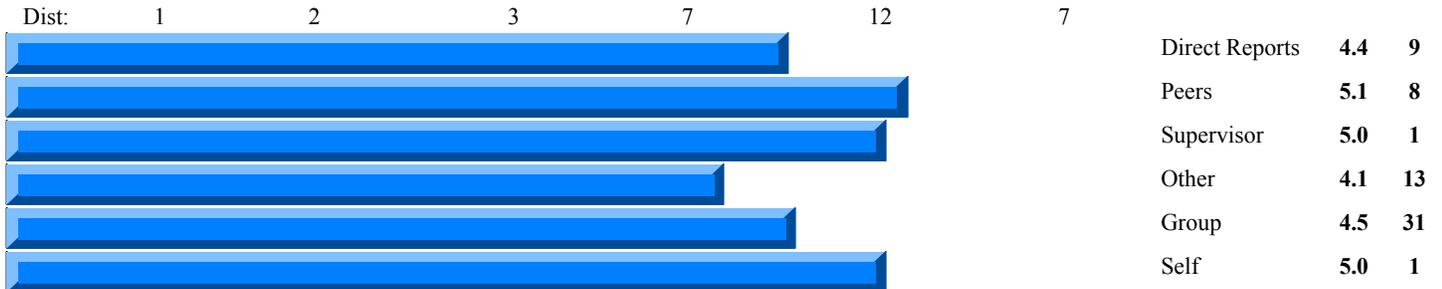
**16. The leader demonstrates the importance of an effective work/life balance between career, family, and self.**



**What we appreciate:**

- I think Bill has found the balance that works for him. He is not afraid to put the extra time to meet timelines.
- I have observed him supporting his direct reports and coaching around balance.
- Bill demonstrates the importance to balance life unknowingly while he is on PTO when it shows how tight he holds the reigns when he is gone in getting things done through his operations. You can sense reluctance within his team to move without affirmation after Bill's return.
- He truly believes this.
- Bill understands when family commitments need to take priority.

**1. The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.**



**What we appreciate:**

- Bill is very comfortable with himself and it shows in his confidence.
- Being his own person makes him easier to work with
- Bill is pretty much always black and white. One knows where he stands on issues.
- Bill has his own unique style.
- Direct dialogue. Professional and always puts TQ first.
- Bill has my respect.
- Bill is genuine. He asks tough questions and shows passion.
- Bill is himself, not trying to imitate others. What you see is what you get.
- You get what you see. Bill isn't fake.
- You know where you stand in his eyes.

**Where there could be improvement:**

- Condescending way of expressing his thoughts to others who have questions which he provides answers to.
- I do not think that Bill is genuine.
- Delivery of what he thinks on issues could be a bit more tactful sometimes. His firm stance sometime intimidates the more timid thereby shutting them down.
- Sometimes he pushes too hard to be effective over time. He seems aware of this and catches himself.

0 1 2 3 4 5 6

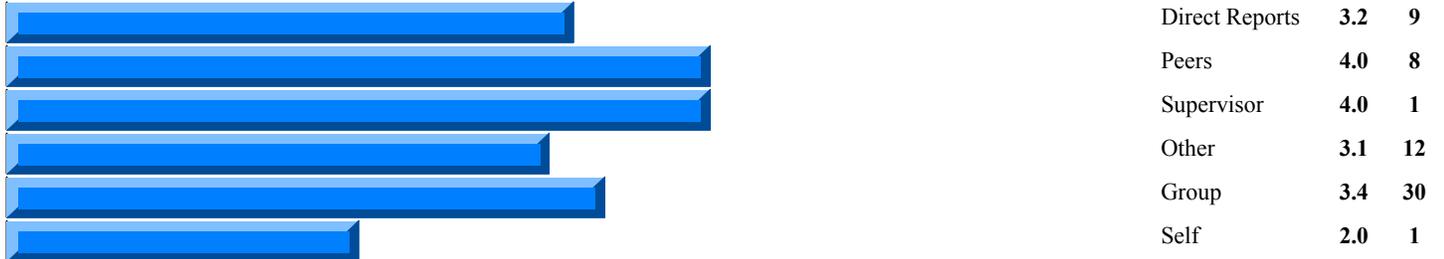
# LWMIII Associates Developmental Areas

**Feedback Receiver: Bill Sample**

0                    1                    2                    3                    4                    5                    6                    Avg. # Resp.

**11. The leader encourages others to provide feedback to improve his/her performance and the organization's performance. Is receptive to negative information, i.e., does not "shoot messengers".**

Dist:            5                    3                    6                    10                    7



**What we appreciate:**

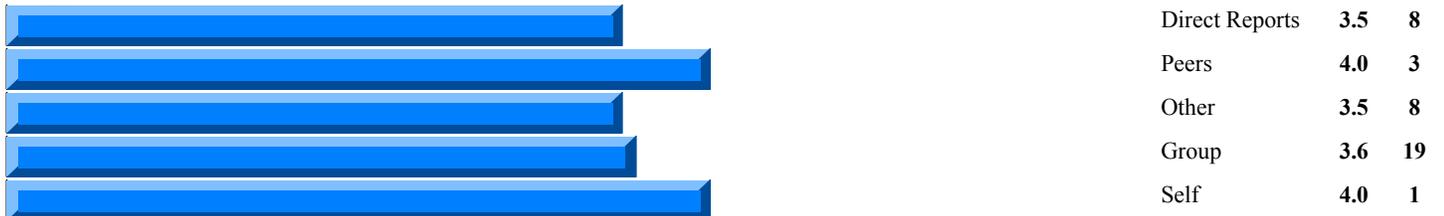
- I think Bill is really improving in this area.
- Yes in his peer group this is true.
- I believe Bill is open to receiving feedback and wants honest and direct communication from others.
- Bill is always asking for feedback and wants to do better.
- Asks for honest feedback.
- Bill has improved in this area.

**Where there could be improvement:**

- Afraid to voice opinions for fear of repercussion.
- I would be surprised if many people would feel comfortable giving Bill direct feedback. Subordinates will likely fear reprisals.
- As mentioned before, Bill's communication style can be intimidating at times having the affect to shutting some folks down.
- I am not sure about his direct reports comfort level in providing him feedback.
- Bill does not take feedback, especially criticism well.
- Bill is very honest and direct in giving feedback and citing what needs improvement. Depending on the way it is delivered, it may create an environment where others don't offer him as much feedback if they believe he will be very direct or defensive when receiving it.
- Not everyone feels comfortable giving him feedback.
- Bill could ask more frequently for feedback, perhaps having a release retro with the managers would encourage additional feedback.

**15. The leader encourages his/her people to consider their future and to ensure they are fueling their calling in life.**

Dist:            2                    1                    4                    9                    4



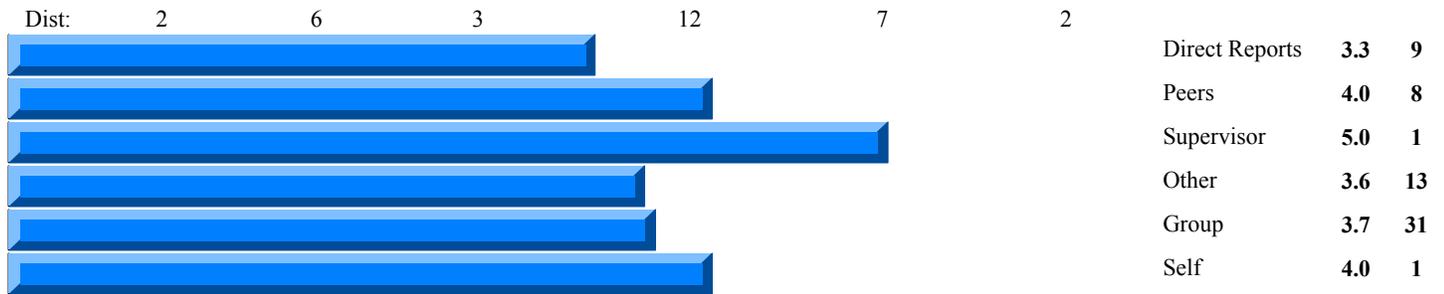
**Where there could be improvement:**

- Bill could ask more frequently about job satisfaction, how are things going, etc.

0                    1                    2                    3                    4                    5                    6

0 1 2 3 4 5 6 Avg. # Resp.

**2. The leader puts the interest of others and the team ahead of his/her own self interests.**



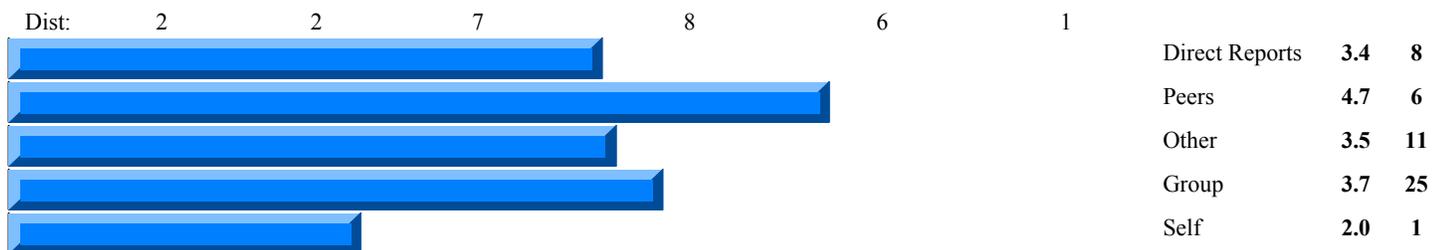
**What we appreciate:**

- Bill is very supportive of the people who report into him.
- I believe there is value in his suggestions due to his customer base knowledge.
- Trust him to work for the common goal
- He is always trying to get the best result.
- Bill sticks up for his team. Probably would do so even if it meant his job.
- Bill portrays himself as always having the interests of the company ahead of his personal career goals.
- Believe Bill has improved in this area, at least in the perception of it. The one area he may struggle a little in where there is a question of who is in control and makes the decisions. It is still hard for Bill to trust others when it is not under his control at times.
- 
- Bill has improved in this area in the last couple years. He asks more frequently for input from others.
- Bill asks good questions for the betterment of The team.

**Where there could be improvement:**

- He has good vision and ideas, but has a hard time accepting the ideas of others when they may be better than his.
- Bill has to be careful of other people's perceptions, right or wrong - they think he wants to be the next CEO.
- When conflict arises, there are times when Bill falls back into "victim mentality" mode. This has improved over time but it's still there.
- Redoing development for specific 'wording' which in some cases I feel are his personal views and not the best for the team/feature negatively impacts the redevelopment of code, test cases and doc. Sometimes there is no good reason for the change other than he says so.
- Bill makes sure that he takes care of Bill.
- He tends to develop strong opinions without enough information.
- Bill puts himself above others in many cases.

**14. The leader openly shares his/her life's calling (purpose).**



**What we appreciate:**

- Not sure how important this is in her work life.
- I can't really say that Bill passionately shares his calling or purpose.

**Where there could be improvement:**

- Not sure how this would occur but it would be nice to understand his purpose.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

7. The leader acts with integrity, i.e., does what is right, regardless of his/her personal feelings.

Dist: 3 2 7 9 8 2



Direct Reports	3.9	9
Peers	4.1	8
Supervisor	4.0	1
Other	3.3	12
Group	3.7	30
Self	4.0	1

**What we appreciate:**

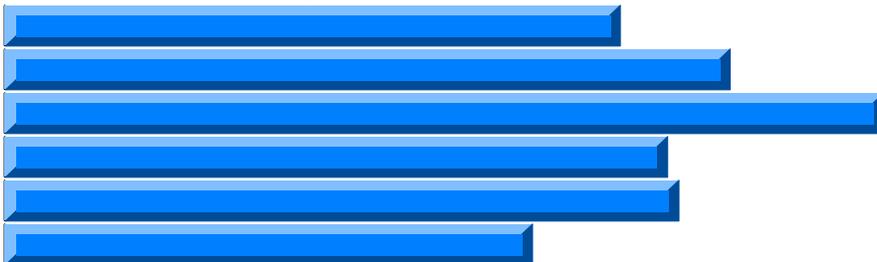
- Believe that Bill's heart is in the right place with his actions for the best interest of the Company.
- Bill has high integrity and will defend it.

**Where there could be improvement:**

- Do not know if it is the right thing to do when it comes to entire design changes because there are not enough examples provided except just what 'one' customer is doing in the field. Changes are going to impact all customers and we do not use our IT Ops dept enough to bounce changes off of.
- Bill acts in Bill's best interest.
- Bill does what is needed to advance himself.
- I do feel that Bill's personal feelings toward on individual does influence his decisions at times.
- Bill puts his own feelings above all else.
- Bill needs to continue to work on his tone of voice when he challenges others. He has tried in this area, but speed of his words and tone change put forward emotional type responses from others. Don't give up on this, keep working on it.
- Sometimes not flexible when he has a strong opinion on something.

19. The leader lives the principle that real success is helping others to be successful while the organization accomplishes the mission.

Dist: 1 3 6 13 7 1



Direct Reports	3.5	8
Peers	4.1	8
Supervisor	5.0	1
Other	3.8	13
Group	3.8	30
Self	3.0	1

**What we appreciate:**

- I feel Bill understand this.
- Bill is growing in this area. I have observed him asking "not telling" his reports for feedback and input when making departmental decisions.
- Bill is responsive and willing to offer assistance. He is involved in a lot of important decisions, but still makes time for others on less urgent matters.
- My perception is that Bill believes real success is helping others but he needs to get past the trust factor firsthand and believe that others are accountable for their actions.
- He's not afraid to discipline in order to improve someone. Knowing it's in their best interest.

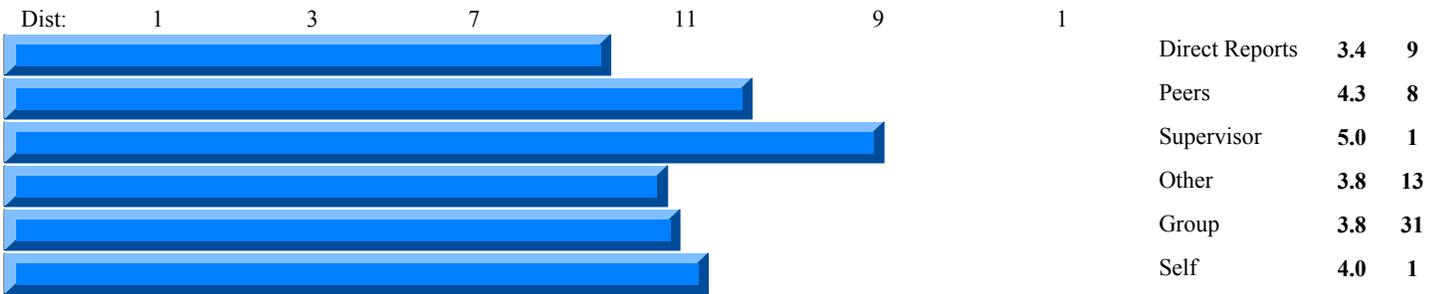
**Where there could be improvement:**

- Bill should help others (if he can) instead of just blaming or pointing out their flaws.

0 1 2 3 4 5 6

0 1 2 3 4 5 6 Avg. # Resp.

**4. The leader's words and actions are consistently aligned.**



**What we appreciate:**

- When I see a roadmap the plan is soon in full swing.
- A commitment made by Bill is an action that gets accomplished.
- Most of the time.
- Very much so. He follows thru on what he says.
- Bill will strive to have his words and actions consistently aligned. Most of the time, he is trying to do what is fair to all.

**Where there could be improvement:**

- Since TQ is using 'agile process', what was decided one month is changed the next and some times right up until the code is released. The excuse is we are 'agile' instead of sticking to a plan and not changing the course. There have been areas of features that have reverted back to the original plan in the first place or terminology reverted back to the original 2 mns after it was changed. Yes, we are Agile but going 2 steps forward and 3 back is not gaining any ground
- Bill says one thing to one individual and then does or says something completely different to another individual.
- He sometimes says things that reinforce what's being discussed in the moment, but contradicting that viewpoint later in another conversation with other people.

0 1 2 3 4 5 6

# LWMIII Associates

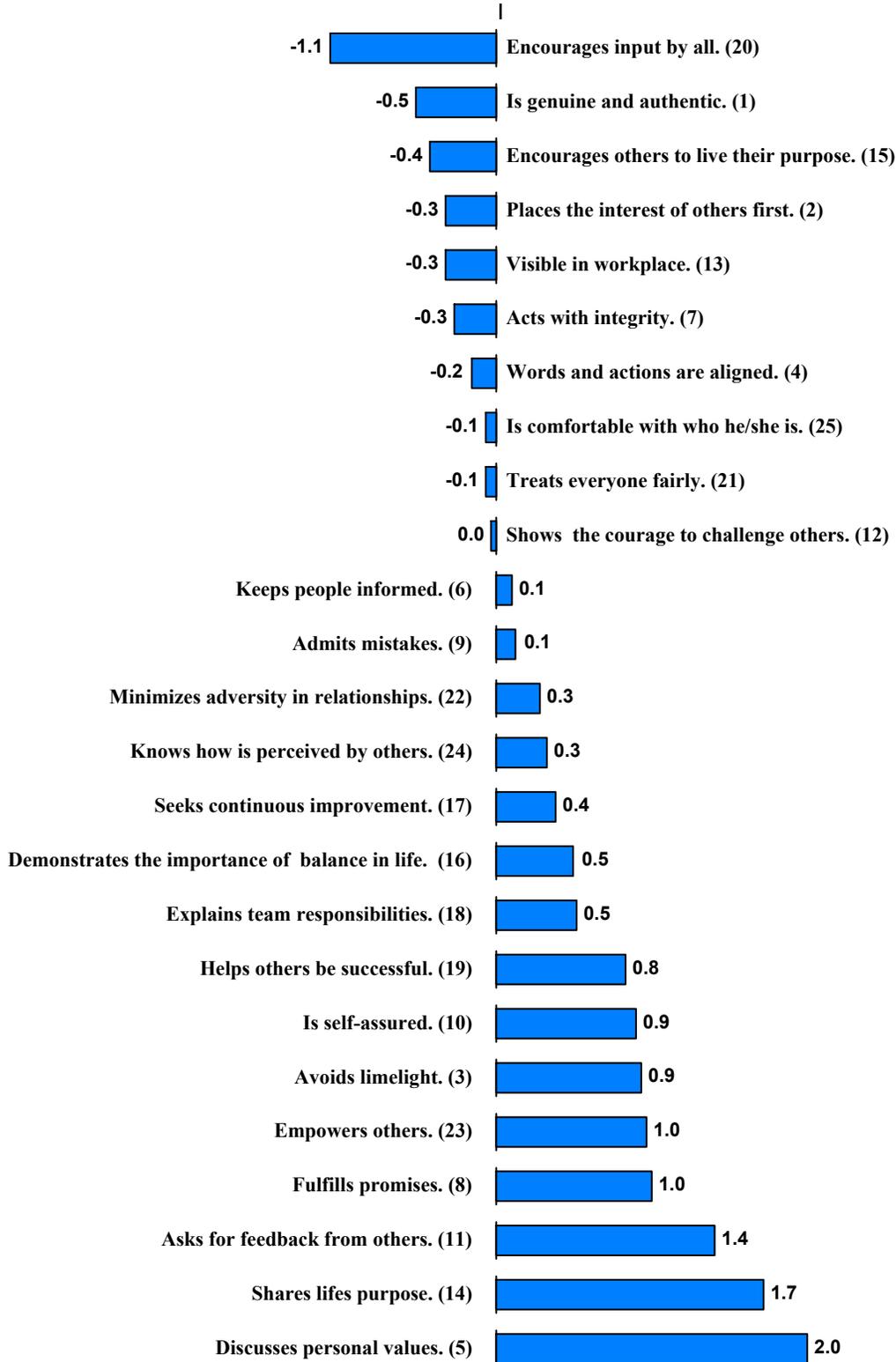
## Blind Spots

Feedback Receiver: Bill Sample

"OTHERS PERCEIVED ME LOWER"

"SELF"

"OTHERS PERCEIVED ME HIGHER"



\* "Gaps" are determined by comparing "Self" to "Total Group" ratings.



TRUE GROWTH®

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360° ASSESSMENT

FEEDBACK IS A GIFT!