



# The Leadership Professors

## Multi-Domain 360 Feedback

### *Report for Willie Leadwell*

Report Summary	
Subject:	Willie Leadwell
Number of evaluators invited:	18
Number of evaluators responded:	18
Number of evaluations received:	19
Total evaluations for this assessment:	19

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## INTRODUCTION

### What is The Leadership Professors Multi-Domain 360?

This 360 assessment is comprehensive, statistically reliable and valid, and based on double-blind, peer-reviewed leadership research. It is designed to provide feedback on key leadership behaviors (actions towards others), skills (competencies to complete tasks effectively), and outcomes (results of leadership behaviors and skills). A unique feature is that it assesses leadership in multiple domains: at work, in a volunteer community positions, and with friends and family.

### How do I use the report?

This report is designed to be used in conjunction with feedback from your Leadership Skills Development Coach and/or the accompanying Leadership Development Guide. You may, however, begin to understand and interpret the results by looking for some important information such as:

- What behaviors and outcomes are rated most highly by you? By others?
- Where are there differences between your ratings and others' ratings?
- Where did you rate yourself high while others rated you low?
- Where are the scores for the various rater groups similar? Where do they diverge?
- Do you have any moderate or high scores in Toxic Leadership?
- Do the open-ended comments appear to support or refute the numeric results?
- How do your ratings compare and contrast among different domains?

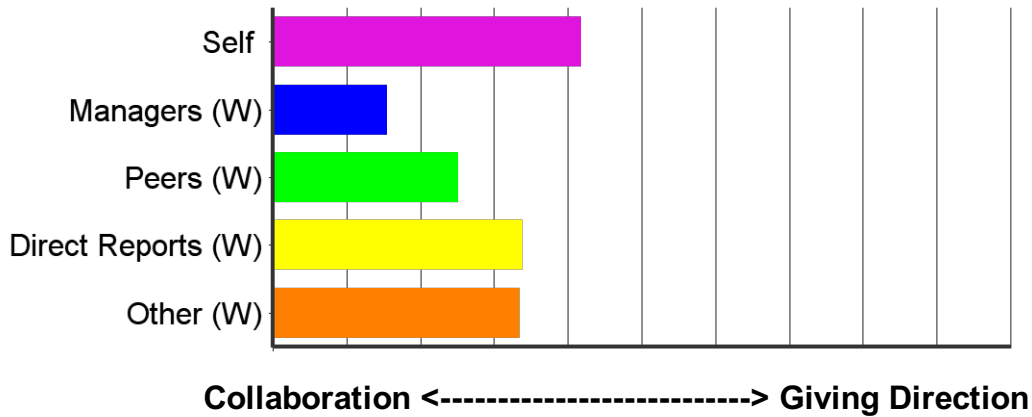
# Results Overview

	Work			Community			Friends/ Family		
<b>Transformational Leadership</b>									
	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>
Be a Role Model	4.33	2.14	(4.34)	5	1.83	(4.46)	3.33	2.29	(4.51)
Set a Vision	3.6	2.4	(4.16)	2.8	3.35	(4.25)	4	2.11	(4.41)
Encourage Team Approach	5	2.54	(4.29)	4.5	3.13	(4.36)	4	2.75	(4.43)
Set High Expectations	3.33	2.24	(3.98)	3	3.25	(4.22)	2.33	2.52	(4.21)
Intellectual Stimulation	3.75	3	(4.11)	2	2.5	(4.14)	5	2.21	(4.29)
Individualized Consideration	4	2.52	(4.20)	5	3.08	(4.16)	4.33	2.1	(4.23)
Contingent Reward	3.6	2.23	(4.19)	4	1.95	(4.32)	4.8	2.43	(4.40)
<b>Virtuous Leadership</b>									
	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>
Servant Leadership	3.71	3	(NA)	4.86	2.71	(NA)	4.86	2.86	(NA)
Behavioral Integrity	5	2.36	(4.33)	4.5	3	(4.45)	5	2.57	(4.22)
<b>Toxic Leadership</b>									
	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>
Abusive Leadership <i>(lower scores are better)</i>	1.8	2.17	(1.20)	1.6	3.2	(1.37)	1	2.34	(1.38)
<b>Leadership Outcomes</b>									
	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>	<u>Self</u>	<u>Others</u>	<u>Bench</u>
Thinking-Based Trust	4.2	2.4	(NA)	4.2	3.35	(NA)	4.8	2.6	(NA)
Feeling-Based Trust	5	2.49	(NA)	5	2.2	(NA)	5	2.91	(NA)
Effectiveness	4	1.86	(4.30)	5	2.25	(4.40)	4	3.29	(4.60)
Recognition as a Leader	4	2.46	(4.08)	4.25	3.88	(4.17)	5	2.89	(4.52)

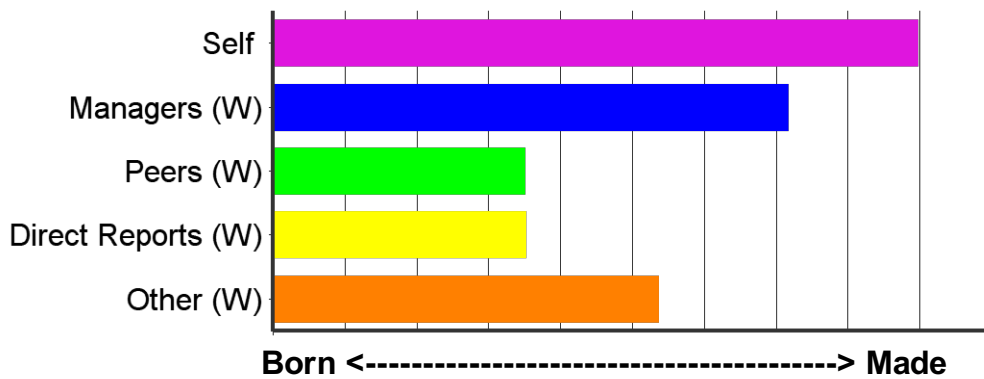
**NOTE:** Benchmarking scores (Bench) are based on a sample of 98 working adults and ~700 raters in the United States and Ireland.

# Ideas About Leadership - WORK

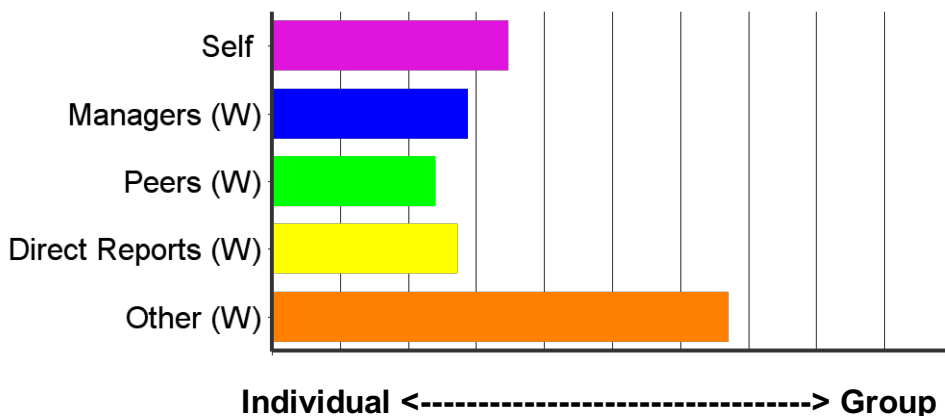
## Is Leadership More About Collaboration Or The Leader Giving Direction?



## Are Leaders Born Or Made?



## Is Leadership More About The Individual Or The Group?

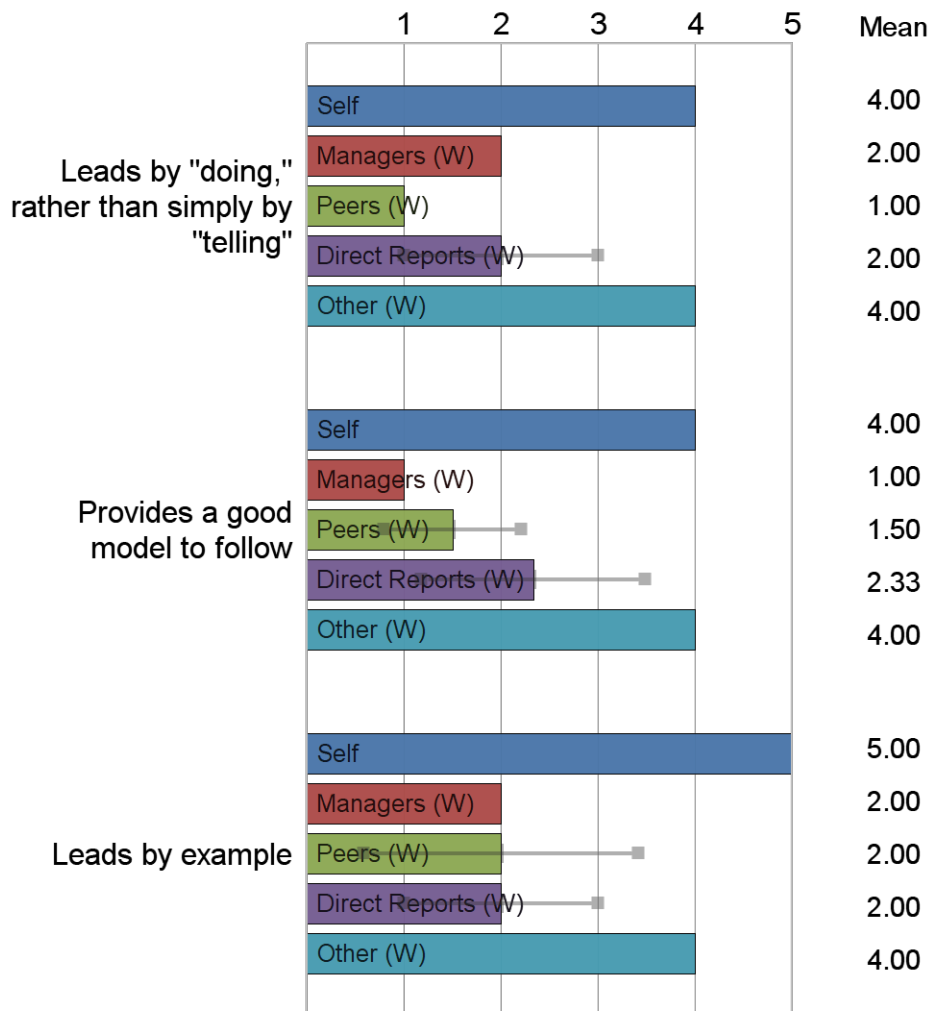


# Highest / Lowest Ratings - COMMUNITY

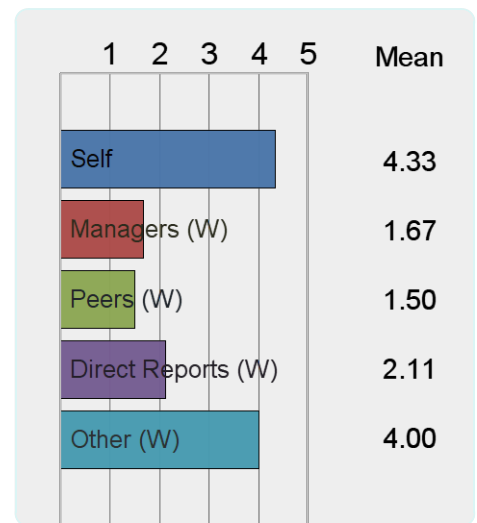
4 Highest/Lowest Categories and 4 Highest/Lowest Individual Questions  
(as rated by Other Raters) **NOTE: Abusive Leadership omitted**

Highest Scores			
Rank	Category		Result
1	Recognition as a Leader - Community		3.88
2	Set a Vision - Community		3.35
3	Thinking-Based Trust - Community		3.35
4	Set High Expectations - Community		3.25
Lowest Scores			
Rank	Category		Result
1	Be a Role Model - Community		1.83
2	Contingent Reward - Community		1.95
3	Feeling-Based Trust - Community		2.20
4	Effectiveness - Community		2.25
Highest Scores			
Rank	Scoring Category	Item	Average
1	Recognition as a Leader - Community	This person is a leader	4.25
2	Recognition as a Leader - Community	If this I had to describe this person to others, I would include the word "leader"	4.00
3	Abusive Leadership - Community	Tells others their thoughts or feelings are stupid	3.75
4	Recognition as a Leader - Community	I see this person as a leader	3.75
Lowest Scores			
Rank	Scoring Category	Item	Average
1	Be a Role Model - Community	Leads by "doing," rather than simply by "telling"	1.50
2	Contingent Reward - Community	Frequently acknowledges others' good performance	1.75
3	Contingent Reward - Community	Commends others when they do a better than average job	1.75
4	Contingent Reward - Community	Frequently, if not always, gives positive feedback when others perform well	1.75

**Transformational Leadership: Be a Role Model - WORK**



Self	4.33
All Others (W)	2.14



**Role Modeling:**  
Sets an example for others to follow.  
Effective role modeling is one of the primary ways that leaders influence others; in other words, it is one of the key ways that leadership "works".

**Comments: Please describe one or two things that could HELP this person become a more effective leader**

**Self - WORK**

Being better prepared for meetings

**Self - COMMUNITY**

Having more formal authority

**Self - FRIENDS/FAMILY**

More leadership coaching!

**All Others (W) - WORK**

Check his ego at the door

plastic surgery

showering

stop drunk texting

Many mums, dads and childminders think that they are giving their kids healthy snacks, but are actually sending them to school with foods that will eventually rot their teeth! Dentist Gillian Smith reveals her top lunchbox tips for healthy gnashers.

**All Others (C)  
COMMUNITY**

Perhaps Willie could practice more persuasive forms of communication.

spending more time with his subordinates

Thousands of half-naked revellers pelted each other with tomatoes today in the town of Bunol in eastern Spain, bathing the streets with red goo in the 70th annual "Tomatina" battle.

**All Others (FF)  
FRIENDS/FAMILY**

being more realistic

Willie could more flexible

The long term unemployment rate is now 5.5%, down from 6.8% in the same period one year ago. Tánaiste Joan Burton has welcomed the the drop in the unemployment rate and said the country is now well set to decrease it further significantly by the end of the year.

Willie could spend more time being sensitive the emotions people experience at work. His data-driven mentality is an asset and if he could combine it with acknowledging the emotional response of others, he could be very persuasive.