

Leading with Heart 360™ (LwH-360™)

PROFILE FOR:

Sample Participant

Test Project 2023

August 23, 2023

CONFIDENTIAL



Introduction

The Leading with Heart 360™ (LwH-360™) Feedback report is an instrument designed to provide a focus on specific strengths and development needs. This feedback report provides you with information about how you are perceived on the 5 key tenets of the LwH-360™ framework.

In this Report

This report contains the following sections:

The Five Tenets

How to Interpret Your Graphs

Results by Tenet

Highest and Lowest Rated Behaviors - All Raters







Behavior Summary

Open Ended Comments

Development Planning Guide

Number of Responses

This table summarizes the type and number of raters who were invited to provide feedback and how many responded.

Rater Type	Number of Raters	Submitted Responses
 Self	1	1
 Manager	1	1
 Direct Reports	3	3
 Peers	3	3
 Client/Customer	3	3
 Other	3	3

FIVE TENETS OF LEADING WITH HEART



PURPOSEFUL

Leaders who are Purposeful hold others accountable for their performance and/or adherence to the company's values. When making decisions, they tend to consider the impact on others. They are thoughtful with their speech and actions. During presentations, they tend to begin by stating its importance and connection to the bigger picture. They regularly refer to the company's mission, priorities and/or values. They are primarily motivated by the impact the work can have on customers.



ENGAGED

Engaged leaders tend to ask others in their organization how they are, about their work, and whether they have the materials and equipment needed to do their job correctly. They regularly speak with and seek out the opinions of others. Encouraging the development of others is one of their trademarks. Reaching out to customers and reviewing engagement surveys are ingrained habits of an Engaged leader.



UNDERSTANDING

When problems arise, a leader who is Understanding can usually see them from various perspectives. They show good judgment in decision-making. They are aware of the competitive landscape and recent industry trends. They assign tasks based on an appreciation of what it will take to complete and the impact it will have on others. This type of leader is understanding and appreciative of the work of others across the organization.



EMPATHETIC

Appreciating others' thoughts and feelings is the hallmark of a leader who is Empathetic. The ability to understand others by putting themselves in their shoes comes fairly easy. Imagining how things look from others' perspectives is something an Empathetic leader makes an effort to do. They attempt to look at everyone's side of the disagreement before making a decision. They are considered friendly, warm and thoughtful in relationships, and others might describe empathetic leaders as having big hearts.



HUMBLE

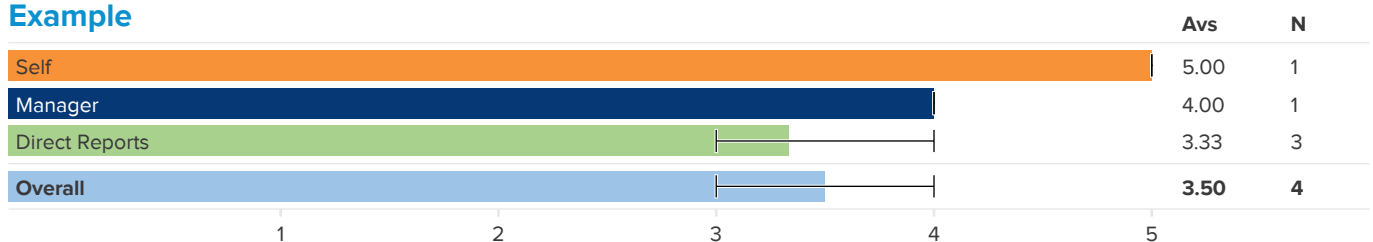
Humble leaders are not arrogant know-it-alls. They admit when they are wrong and seek to improve. These types of leaders would never speak or act as if they were the center of the universe, and they regularly put the needs of the organization and the employees above their own. When speaking with others, it's not in their nature to speak only about themselves. A leader who is Humble is quick to share control and recognition on projects.

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 5 LwH-360™ tenets. Each rater group category and its score will be shown as a separate bar on the graph with the actual raw score averages and number of raters shown to the right of it. The thin line within each bar graph provides the range of scores for each rater group. The tenets are presented in descending order based on the average scores of all raters, excluding the self score.

Differences of one-half a point or more between the different rater groups might suggest important perceptual differences.

Example



Rating Scale

1	Almost Never
2	Sometimes
3	Frequently
4	Almost Always
5	Always
N/A	Not Applicable

Range Bars

Shows the range of scores, from the lowest to the highest.

Abbreviations

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

NR "NR" means no people from a particular rater group have responded.

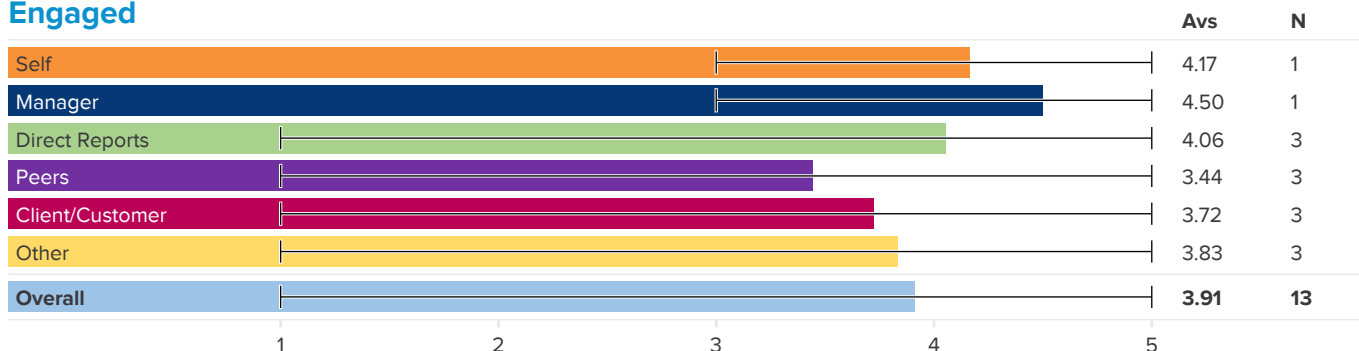
Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of raters who answered the questions in this tenet group.

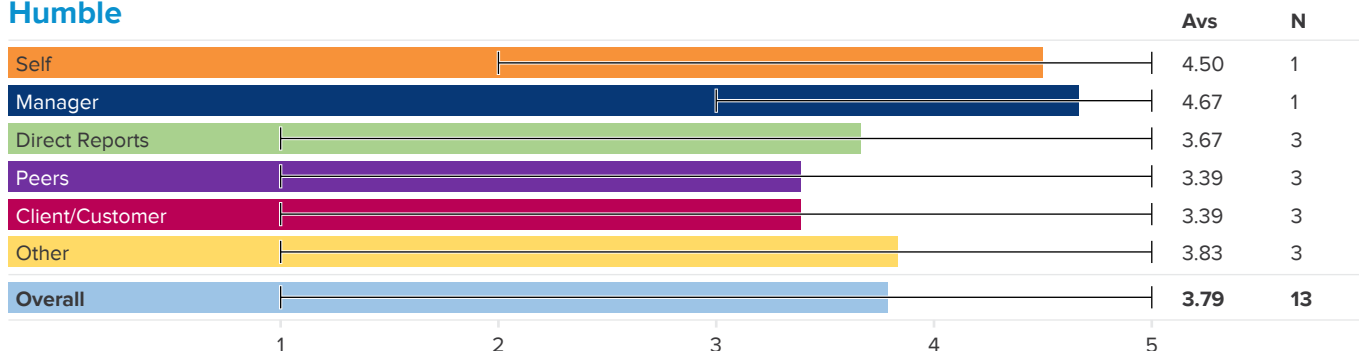
Results by Tenet

This section provides an overview of the Tenets. The Tenets are listed in descending order based on the average score of all raters, excluding the self score.

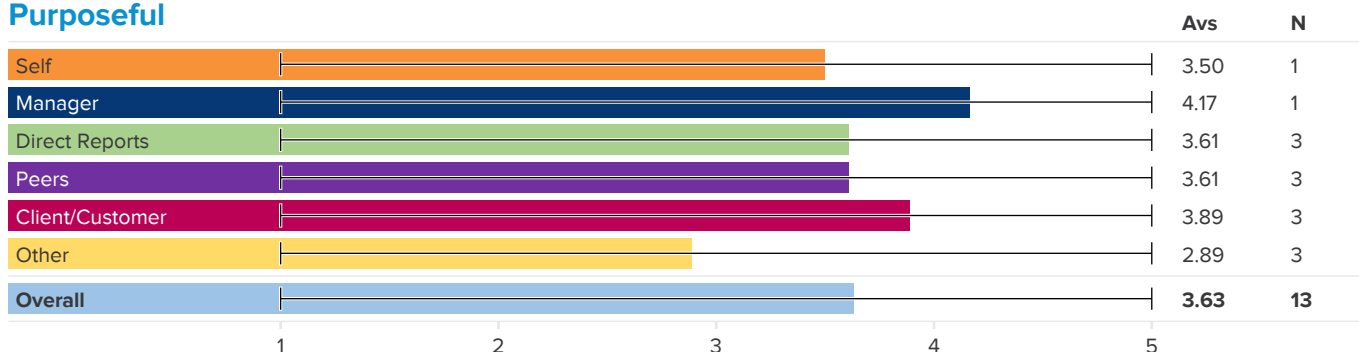
Engaged



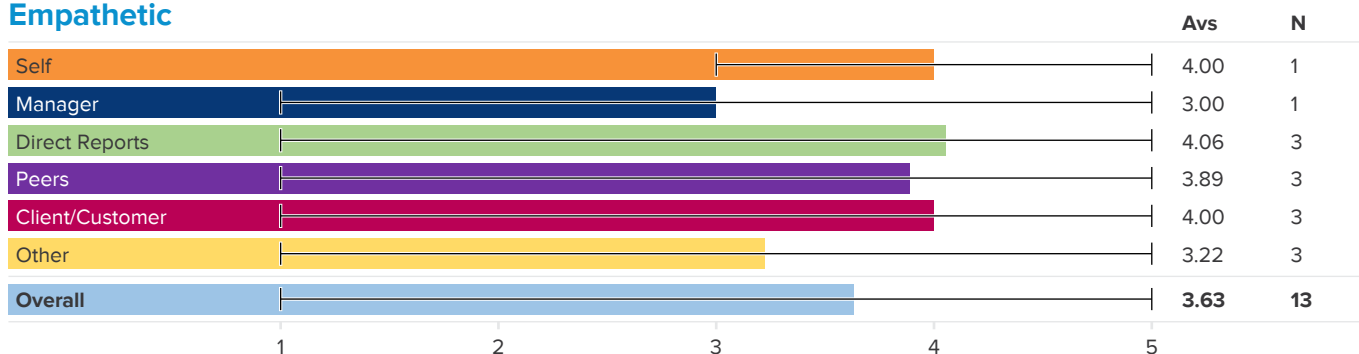
Humble



Purposeful



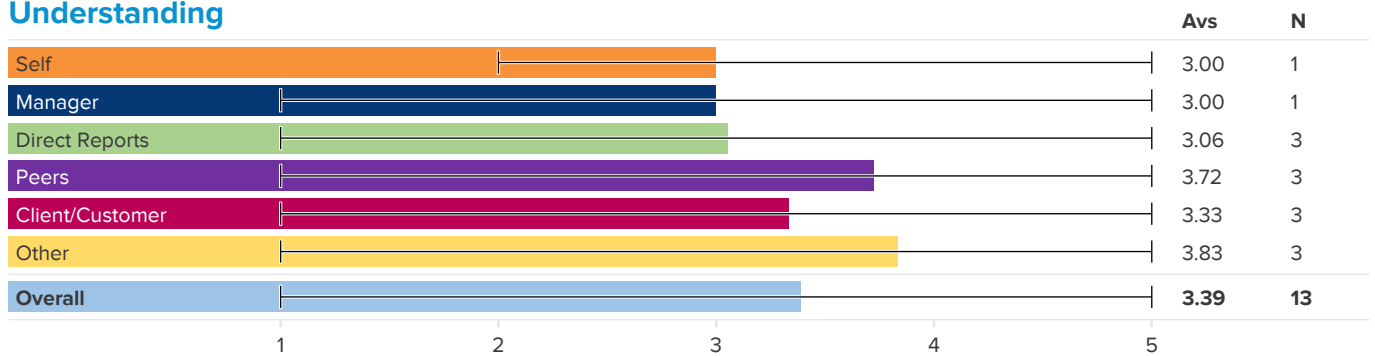
Empathetic



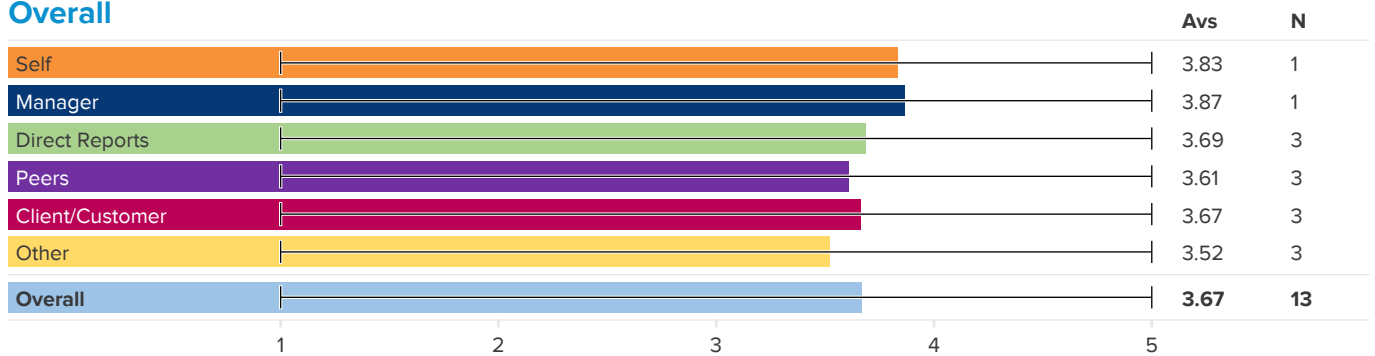
Results by Tenet (continued)

This section provides an overview of the Tenets. The Tenets are listed in descending order based on the average score of all raters, excluding the self score.

Understanding



Overall



Highest and Lowest Rated Behaviors - All Raters

This section presents the behaviors identified as your highest and lowest rated. Agreement scores (Ags) show how closely raters experience your behaviors. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. Ags less than 0.50 indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information or context before taking action.

Highest Rated Items

The following behaviors were identified as your highest rated. These scores are the average over all the raters excluding yourself. They are rank ordered so that the first item is perceived to be your highest rated behavior. These are the areas in which you contribute most to the success of your organization. As such, consider ways to continue leveraging these behaviors as strengths.

Behaviors	Score	Ags
Periodically reaches out to customers and reviews employee engagement survey results.	4.60	0.63
Tries to look at everybody's side of a disagreement before making a decision.	4.27	0.42
Regularly speaks with others at various levels of the organization.	4.13	0.45
Is consistently friendly, warm, and thoughtful in relationships with others.	4.13	0.35
Acknowledges that they do not have all the answers and will say, "I don't know" when appropriate.	4.07	0.31
Uses words such as "you" and "your" more than using "I" in writing emails and conversing with others.	4.07	0.18

Lowest Rated Items

The following behaviors were identified as your lowest rated. These scores are the average over all the raters excluding yourself. They are rank ordered, so that the first item is viewed as your least effective behavior. We suggest you pay particular attention to these and focus your immediate developmental activities on them. Consider practicing these behaviors more frequently and helping others understand and value when you do demonstrate them.

Behaviors	Score	Ags
Is aware of recent industry trends.	2.47	0.28
Often begins presentations by stating its importance and/or connection to the bigger picture.	2.93	0.14
Others would describe this person as having a big heart.	2.93	0.16
Understands others by putting self into their shoes.	3.07	0.29
Demonstrates an understanding and appreciation of others' work across the organization.	3.13	0.24

Heart-Centered Leader Factor Score: 3.64

This score represents the average of 22 items which represent the degree to which you "lead with heart" based on the Leading with Heart model.

Behavior Summary

The average score for each LwH-360™ tenet and specific questions are summarized below for each rater category (1 to 5 scale) with higher scores corresponding to more frequently observed behavior. The tenets and behaviors are listed in descending order based on the average score of all raters, excluding the self score.

If the symbol "AP" appears instead of a score it means Anonymity Protection (i.e., fewer than the specified minimum number of people from that particular rater group have responded and the score is not shown to protect anonymity). If the symbol "NR" appears instead of a score, it means no people from that rater group have responded.

The number in parentheses next to the average score is an index or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviors. Therefore, the higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than 0.5 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

	Self	Manager	Direct Reports	Peers	Client/Customer	Other	Overall
Engaged	4.17 (0.55)	4.50 (0.62)	4.06 (0.37)	3.44 (0.39)	3.72 (0.30)	3.83 (0.39)	3.91 (0.36)
Periodically reaches out to customers and reviews employee engagement survey results.	5.00 (1.00)	5.00 (1.00)	4.67 (0.76)	3.67 (0.53)	5.00 (1.00)	4.67 (0.76)	4.60 (0.63)
Regularly speaks with others at various levels of the organization.	5.00 (1.00)	5.00 (1.00)	4.67 (0.76)	3.33 (0.53)	4.33 (0.53)	3.33 (0.38)	4.13 (0.45)
Asks others across the organization how they are and about their work.	5.00 (1.00)	4.00 (1.00)	3.33 (0.38)	4.00 (0.59)	3.33 (0.38)	4.67 (0.76)	3.87 (0.45)
Regularly seeks out others' opinions.	3.00 (1.00)	5.00 (1.00)	2.67 (0.15)	4.67 (0.76)	4.33 (0.76)	2.67 (0.38)	3.87 (0.28)
Encourages the development of others.	3.00 (1.00)	3.00 (1.00)	4.33 (0.53)	2.33 (0.53)	4.00 (0.59)	4.00 (0.59)	3.53 (0.43)
Ensures that employees have materials and equipment to do their job correctly.	4.00 (1.00)	5.00 (1.00)	4.67 (0.76)	2.67 (0.38)	1.33 (0.76)	3.67 (0.38)	3.47 (0.21)

Behavior Summary (continued)

The average score for each LwH-360™ tenet and specific questions are summarized below for each rater category (1 to 5 scale) with higher scores corresponding to more frequently observed behavior. The tenets and behaviors are listed in descending order based on the average score of all raters, excluding the self score.

	Self	Manager	Direct Reports	Peers	Client/Customer	Other	Overall
Humble	4.50 (0.44)	4.67 (0.63)	3.67 (0.18)	3.39 (0.20)	3.39 (0.33)	3.83 (0.21)	3.79 (0.23)
Acknowledges that they do not have all the answers and will say, "I don't know" when appropriate.	5.00 (1.00)	5.00 (1.00)	4.67 (0.76)	4.00 (0.29)	3.33 (0.38)	3.33 (0.15)	4.07 (0.31)
Uses words such as "you" and "your" more than using "I" in writing emails and conversing with others.	5.00 (1.00)	5.00 (1.00)	5.00 (1.00)	2.67 (0.15)	4.00 (0.29)	3.67 (0.06)	4.07 (0.18)
Shares control and recognition on projects.	5.00 (1.00)	5.00 (1.00)	3.67 (0.38)	3.33 (0.15)	2.67 (0.15)	5.00 (1.00)	3.93 (0.21)
Admits when wrong and seeks to improve.	5.00 (1.00)	5.00 (1.00)	3.00 (0.18)	3.33 (0.15)	3.33 (0.38)	3.67 (0.38)	3.67 (0.25)
Puts the needs of the organization above their own.	5.00 (1.00)	5.00 (1.00)	2.33 (0.06)	2.67 (0.38)	3.67 (0.38)	4.00 (0.29)	3.53 (0.18)
Puts the needs of others above their own.	2.00 (1.00)	3.00 (1.00)	3.33 (0.15)	4.33 (0.53)	3.33 (0.76)	3.33 (0.15)	3.47 (0.33)

	Self	Manager	Direct Reports	Peers	Client/Customer	Other	Overall
Purposeful	3.50 (0.20)	4.17 (0.27)	3.61 (0.44)	3.61 (0.31)	3.89 (0.38)	2.89 (0.24)	3.63 (0.30)
Considers the impact on others when making decisions.	5.00 (1.00)	5.00 (1.00)	4.00 (0.59)	3.00 (0.29)	4.33 (0.53)	3.67 (0.06)	4.00 (0.30)
Regularly refers to the company's mission, priorities, and/or values.	1.00 (1.00)	5.00 (1.00)	4.67 (0.76)	2.67 (0.15)	5.00 (1.00)	2.33 (0.38)	3.93 (0.21)
Holds others accountable for their performance and/or adherence to the company's values.	2.00 (1.00)	5.00 (1.00)	3.33 (0.76)	4.33 (0.76)	4.00 (0.29)	2.67 (0.76)	3.87 (0.47)
Is primarily motivated by the impact the work can have on others.	3.00 (1.00)	5.00 (1.00)	3.33 (0.38)	3.67 (0.76)	3.00 (0.59)	4.33 (0.53)	3.87 (0.47)
Is thoughtful with their speech and actions.	5.00 (1.00)	4.00 (1.00)	3.33 (0.76)	3.00 (0.29)	2.67 (0.38)	3.00 (0.29)	3.20 (0.40)
Often begins presentations by stating its importance and/or connection to the bigger picture.	5.00 (1.00)	1.00 (1.00)	3.00 (0.18)	5.00 (1.00)	4.33 (0.76)	1.33 (0.76)	2.93 (0.14)

Behavior Summary (continued)

The average score for each LwH-360™ tenet and specific questions are summarized below for each rater category (1 to 5 scale) with higher scores corresponding to more frequently observed behavior. The tenets and behaviors are listed in descending order based on the average score of all raters, excluding the self score.

	Self	Manager	Direct Reports	Peers	Client/Customer	Other	Overall
Empathetic	4.00 (0.59)	3.00 (0.24)	4.06 (0.44)	3.89 (0.32)	4.00 (0.35)	3.22 (0.23)	3.63 (0.29)
Tries to look at everybody's side of a disagreement before making a decision.	5.00 (1.00)	5.00 (1.00)	4.33 (0.53)	3.67 (0.38)	4.33 (0.53)	4.00 (0.29)	4.27 (0.42)
Is consistently friendly, warm, and thoughtful in relationships with others.	3.00 (1.00)	5.00 (1.00)	4.33 (0.76)	4.00 (0.29)	3.67 (0.53)	3.67 (0.06)	4.13 (0.35)
Tries to understand others better by imagining how things look from their perspective.	4.00 (1.00)	3.00 (1.00)	4.67 (0.76)	4.00 (0.29)	4.67 (0.76)	2.33 (0.76)	3.73 (0.38)
Appreciates others' thoughts and feelings.	4.00 (1.00)	2.00 (1.00)	4.33 (0.76)	4.67 (0.76)	3.67 (0.06)	3.67 (0.38)	3.67 (0.34)
Understands others by putting self into their shoes.	3.00 (1.00)	2.00 (1.00)	4.00 (0.59)	4.00 (0.29)	3.00 (0.29)	2.33 (0.38)	3.07 (0.29)
Others would describe this person as having a big heart.	5.00 (1.00)	1.00 (1.00)	2.67 (0.15)	3.00 (0.29)	4.67 (0.76)	3.33 (0.15)	2.93 (0.16)

	Self	Manager	Direct Reports	Peers	Client/Customer	Other	Overall
Understanding	3.00 (0.42)	3.00 (0.18)	3.06 (0.16)	3.72 (0.36)	3.33 (0.20)	3.83 (0.23)	3.39 (0.21)
Shows good judgment in decision-making.	2.00 (1.00)	5.00 (1.00)	1.67 (0.53)	4.00 (0.59)	3.33 (0.15)	5.00 (1.00)	3.80 (0.20)
Is able to view problems from various perspectives.	4.00 (1.00)	5.00 (1.00)	3.67 (0.06)	4.00 (0.59)	2.67 (0.15)	3.67 (0.06)	3.80 (0.16)
Demonstrates awareness of the competitive landscape.	3.00 (1.00)	1.00 (1.00)	4.67 (0.76)	3.67 (0.38)	5.00 (1.00)	4.33 (0.53)	3.73 (0.35)
Takes into consideration the impact on others and the organization when they assign tasks and projects.	2.00 (1.00)	3.00 (1.00)	3.00 (0.18)	3.67 (0.38)	2.67 (0.15)	4.67 (0.76)	3.40 (0.25)
Demonstrates an understanding and appreciation of others' work across the organization.	5.00 (1.00)	3.00 (1.00)	3.67 (0.38)	3.67 (0.06)	3.33 (0.53)	2.00 (0.29)	3.13 (0.24)
Is aware of recent industry trends.	2.00 (1.00)	1.00 (1.00)	1.67 (0.53)	3.33 (0.38)	3.00 (0.29)	3.33 (0.38)	2.47 (0.28)

Open Ended Comments

You and your raters had the opportunity to provide written comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how others see you, which may be different from your intentions. Highlight key comments to assist you in identifying your strengths and development areas. Make a note to explore any feedback which you don't understand.

What is this individual's greatest strength(s) and is there anything they could do to leverage this/these even further?

Self

Manager

Direct Reports

Peers

Client/Customer

Other

Open Ended Comments

You and your raters had the opportunity to provide written comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how others see you, which may be different from your intentions. Highlight key comments to assist you in identifying your strengths and development areas. Make a note to explore any feedback which you don't understand.

What is this individual's greatest area(s) for development and what can they do more, less, or differently to enhance their overall effectiveness?

- Self
- Manager
- Direct Reports
- Peers
- Client/Customer
- Other

Open Ended Comments

You and your raters had the opportunity to provide written comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how others see you, which may be different from your intentions. Highlight key comments to assist you in identifying your strengths and development areas. Make a note to explore any feedback which you don't understand.

Is there anything else you've observed about this individual on which you'd like to provide feedback?

- Self
- Manager
- Direct Reports
- Peers
- Client/Customer
- Other

Development Planning Guide

Your report provides specific feedback on each of the 5 tenets.

This workbook will now help you translate the insights you have gained from your LwH-360™ Degree Feedback report into an Action Plan to enhance your overall leadership effectiveness.

The Workbook consists of two sections, to give you the necessary tools to do some critical reflection, planning around your development and to focus your development for maximum impact and success based on your results.

Step 1 My Reflection

A series of open-ended reflective questions to help you better understand the key insights and messages that came out of your report.

Turn to this section to summarise your overall observations from your report and identify 2-3 factors you feel motivated to develop for greatest impact.

Step 2 My Action Plan

An Action Plan template which gives you a clear defined structure to outline what actions you will take.

This can be a helpful section to complete together with your manager or internal/external coach.

My Reflection

What stood out for you in your report? Were there any surprises?

On what tenets did you and your feedback providers align? Not align?

What did your feedback providers feel were your overall greatest strengths? Potential development areas?

Based on your results, which tenets are you most motivated to work on as part of your development plan that would contribute to your greatest impact?

My Action Plan

TENET:

DEVELOPMENT ACTIVITIES:

TARGET DATES:

SUPPORT/RESOURCES REQUIRED:

MEASURES OF SUCCESS:

RESULTS ACHIEVED: