



Leadership 360: Eleanor Sampson

77%

Responses to date: 1 self-assessment and 15 contributor responses

Executive summary



You received a fairly good review.

Your overall score was **77%**. This is the average of your self-assessment and your contributors' assessment (if you included them in the review). This puts you just below the mid-point score in our research database, so there's plenty that you can work on, but you're starting from a solid base.

You can always improve, though. Use the recommended exercises based on your report - and push yourself to get into the top quarter or top 10%.

What's in this report



- * A detailed personal profile, benchmarking you against our database.
- * Your signature strengths and challenges.
- * A list of potential development needs pinpointed by you and your contributors.
- * Links to our recommended exercises based on your report.
- * Comments from people who completed the questionnaire.

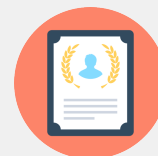
Resources to use alongside this report



Individual 360 FAQs

A concise guide to the individual 360: why individual 360s are great to do, and how the process works.

[Individual 360 Guide](#)



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

[Expert Guidance](#)



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How to use this report



Step 1: Review your 360 report.

What themes have been brought out? What do your contributors think are the most important things for you to work on? What do they see as your main strengths? Do these tally with your own view?



Step 2: Think about what you are going to do with the feedback in your 360.

You might have set up the 360 for a specific reason, or part of a process. If not, would it help to have someone to talk it through with? Maybe a coach or your supervisor? Or a close friend or colleague to act as a sounding board? The key is to find a person who will have your interests at heart, will listen well, and help you reflect on your best next steps.



Step 3: Think about your development priorities.

Look for aspects of your review that you feel show potential for you. These may well be things you are already good at but want to take to a higher level. Low scores only need addressing if they are critical to the role that you play now or want to play in the future. Focus on developing a style and skills that feel true to you.



Step 4: Click the links to the recommended exercise(s) in your 360 report,

or use the [Expert Guidance](#) section of the website to find out more about your chosen areas of potential development.



Step 5: Work on the recommended exercise, on your own or alongside your coach or colleague.

See where the exercise takes you. If you can, adopt an open and reflective state of mind to give yourself the maximum chance of learning from it.



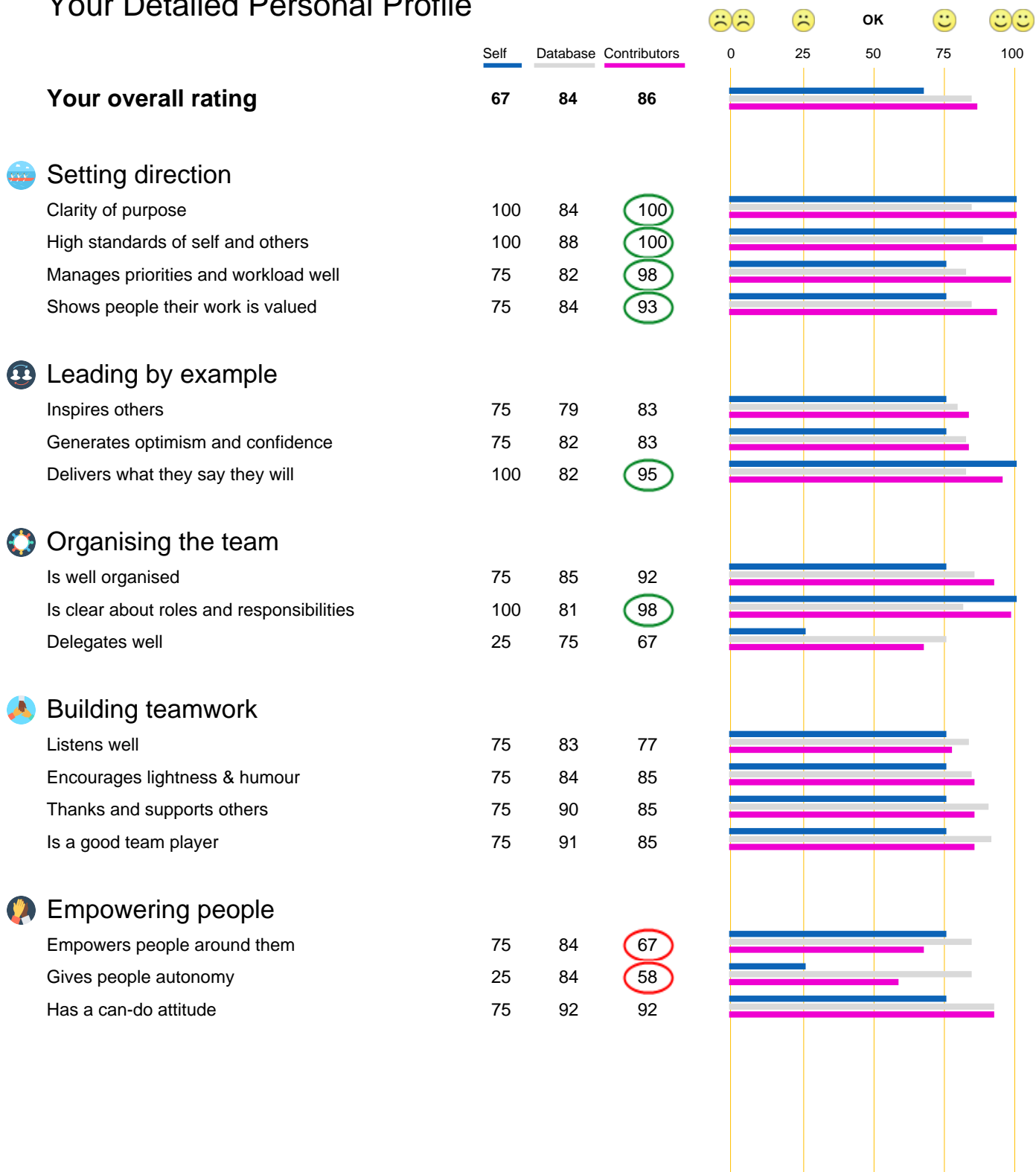
Step 6: Decide on your next actions.

Come up with a plan of how you can improve. Write down some targets and deadlines and, most important, set yourself some actions **for the next seven days** that will give you some momentum and move your plan forward.

Good luck!

PS: you might also think about sharing your 360 feedback with your team.

Your Detailed Personal Profile



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○ This score is in top 10% of team scores in the database ○ This score is in bottom 10% of team scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

Your Signature Strengths

Your view - highest 4 scores (see previous page) as rated by you:

- 100% Delivers what they say they will
- 100% Has clarity of purpose and direction
- 100% Makes sure team members roles and responsibilities are clear
- 100% Requires high standards of themselves and others

Your 360 contributors' view - highest 4 scores (see previous page) as rated by your contributors:

- 100% Has clarity of purpose and direction
- 100% Requires high standards of themselves and others
- 98% Makes sure team members roles and responsibilities are clear
- 98% Manages priorities and workload well

Your Challenges

Your view - lowest 4 scores (see previous page) as rated by you:

- 25% Gives people autonomy over their work
- 25% Handles difficult conversations well
- 25% Delegates well
- 25% Deals well with challenging behaviour

Your contributors' view - lowest 4 scores (see previous page) as rated by your contributors:

- 58% Gives people autonomy over their work
- 67% Delegates well
- 67% Empowers people around them
- 75% Shares information well

Suggestions for Development

The questionnaire asked each respondent to pick up to three areas to prioritise for development.

Your own suggestions for development:

The list below show areas that were picked by you:

1 votes Handling difficult conversations

Recommended team exercise link: [Handling disagreement constructively](#)

1 votes Giving people autonomy

Recommended team exercise link: [Giving people autonomy](#)

1 votes Delegating well

Recommended team exercise link: [Improving delegation](#)

1 votes Managing challenging behaviour

Recommended team exercise link: [Managing challenging behaviour](#)

Suggestions that were picked by more than one contributor:

The list below show areas that were picked by more than one contributor:

14 votes Giving people autonomy

Recommended team exercise link: [Giving people autonomy](#)

10 votes Delegating well

Recommended team exercise link: [Improving delegation](#)

10 votes Empowers people around them

Recommended team exercise link: [Increasing engagement](#)

7 votes Sharing information well

Recommended team exercise link: [Sharing information well](#)

3 votes Listening well

Recommended team exercise link: [Active listening](#)

What do you think are your main strengths?

What you say:

"On balance, I think my strengths as a leader come from my organisation. I'm clear about what we're doing, and I have a plan for what we need to do to get there.

I consider it important to be decisive and demand the best from my team. I get a great response from them, and I think that's in part because I expect high standards. I don't allow myself to get distracted from what we're doing.

I think my team like working for me; they appreciate the direction and the focus I bring, and the clear way I expect them to work.

I am accountable for the performance of the team, and I accept that - but I also expect them to rise to the challenge too. We tend to exceed our targets, and our metrics for success are met year on year."

What are this person's main strengths?

What your contributors say:

"Eleanor is a great manager. She's really clear about what she wants, and when she wants it, so we're never in any doubt about what is expected of us."

"Eleanor drives the team hard, and is very focused. We get really good results."

"I've never worked for a better manager in terms of direction, focus, and knowing where we're going. The team are very committed to achieving our goals and objectives."

"She is very supportive, and always happy to talk if we have a work query."

"She has a firm vision for what she wants the team to be. We know what we have to do, and the expectations upon us. Things are clear. Eleanor keeps a close eye on what we're doing to ensure progress."

"Eleanor values accuracy and precision and has high expectations."

"I really enjoy working for Eleanor. She's always happy to take a moment to help me reflect and improve on my work and leads with authority. "

"Eleanor's work ethic is second to none."

What could you usefully improve?

What you say:

"I am aware that my style may not bring out the best in some personalities. I don't need much discussion around topics I am clear about, and I don't (if I'm honest) really see the point in talking about a matter I am already clear on, or have made a decision about. I understand that this is not necessarily the kind of leadership people want to see.

I know that some team members might want more control, but I'm unwilling to sacrifice the standards the team currently sets and I think that's what will happen. I could do with explaining this to the team.

I'm an exponent of 'if it ain't broke, don't fix it', and at the moment we don't need more 'blue sky thinking' - we just need to keep doing what we're doing and follow the plan.

I think I could improve things by making this clear to the team, and perhaps finding non-business critical ways of getting ideas out there and people involved.

I'm not good with difficult conversations; I have little time for avoidable mistakes, but I find raising this as an issue to be tricky. I'd like to get better at this. "

What areas could they usefully improve?

What your contributors say:

"More delegation, improving levels of autonomy in the team, and helping team members feel like they are part of steering the ship (rather than just feeding the engine)."

"If I had to pick something ... I get the feeling that Eleanor likes for things to be done 'her way', which sometimes means there isn't much space for personal creativity or putting your own stamp on something."

"Things can get a bit pressurised in our team, and when we're under pressure Eleanor often insists on taking control and getting things done her way. She's not always great at letting go of things sometimes!"

"Eleanor works really, really hard, and that sometimes puts pressure on others in her team to do so too. A number of the team feel pretty burnt out. Eleanor could help us by encouraging us to not 'over-work' at the cost of our wellbeing."

"This is might be a bit too strong - but I sometimes feel a little bit 'micromanaged' by Eleanor. She doesn't mean to do it, but I'd love a bit more leeway."

"Eleanor could do with relaxing a little, and spend more time on helping the team be creative and enjoy their work - we would still achieve the same results, in my opinion. "

"Eleanor's capacity to connect with others could be improved. She lacks a bit of warmth in the way she comes over, which I know isn't intentional. "