

Chris Miller

Your Leadership Quartet Individual 360

Responses to date: 1 self-assessments and 8 contributor responses

Introduction

Great leaders are found everywhere. Leadership is about inspiring and supporting the people around you - wherever you work, and whatever your level in your organization. You don't have to have hundreds of people working for you. You don't even have to be a team leader.

The skills and behaviour that make a successful leader are the same skills that make a rewarding and productive colleague. The particular situation may be different if you are running a big business or just starting your first job, but the fundamental skillset for success is the same - setting goals, motivating people, building relationships and so on.

These skills can be learnt - and this review is a great place to start learning.

The Individual 360 review is based on an easy-to-remember, evidence-based set of skills called **The Leadership Quartet**. Skills are grouped into four main "characters". You will find yourself using different aspects of the characters all the time - depending on the situation you find yourself in. Your unique personal leadership style will be a mixture of these "characters", and the Individual 360 will reveal how people around you experience your style.

Use the review to understand your current strengths and build on them; and to take note of any weaknesses that may be holding you back and work out how to overcome them.

Each character in **The Leadership Quartet** is defined by two principal qualities:



The Visionary:

- (a) shows a clear sense of purpose and professional values and
- (b) inspires others with commitment and optimism.



The Guardian sets a solid foundation for success by:

- (a) ensuring you have resources to do what you say you will do and
- (b) being well organized and clear about roles and responsibilities.



The Psychologist :

- (a) is a good team player and can handle different views constructively
- (b) understands, supports and empowers individuals.



The Director focuses on delivering results by:

- (a) managing day-to-day performance
- (b) making change happen quickly and well when it is needed.

This report take you into much more detail, and will help you understand where you are at the moment and set your priorities for the future.

Good luck!

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Executive summary

An excellent result.

Your overall score, combining your views with your contributors' (if you included them in the review) was **73%**. This puts you in the top 10% of our database.

You can always improve, though!

The area you and your contributors suggest as a priority for you focus on is:

Delegating to others when necessary

Using your review to improve your leadership

Your report gives plenty of information to help you focus your development:

- ▶ Three tables of numerical ratings - from an overall headline figure through to a detailed Leadership Quartet profile based on 26 factors. Each table shows how you rate yourself, how your 360 contributors* rate you and how you compare with the benchmarks in our research database.

- ▶ Lists of Signature Strengths, Challenges and Suggestions for Development from your 360 degree contributors*. The trick is to focus your development on building strengths that will be key to your success, not just overcoming random weaknesses.

- ▶ Look for scores in your review that you feel show potential. Focus your personal development on transforming these into key components of your own unique style. Low scores only really need addressing if they are critical to the role that you play now or want to play in the future - but if they are key, you certainly need to address them as a priority.

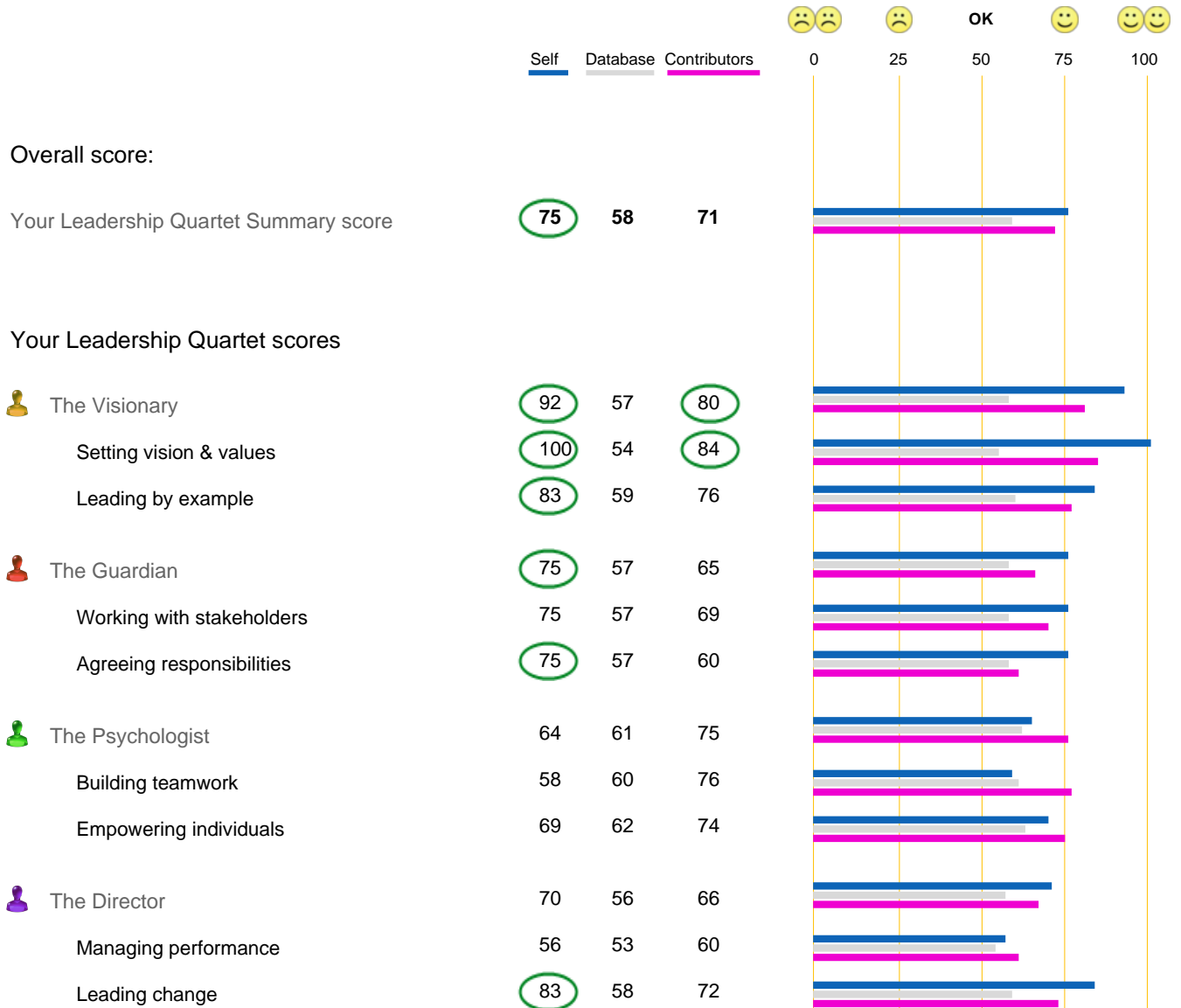
- ▶ Four pages of comments from people who completed the review questionnaires, giving more detail on what you do well and where you could improve.

If you think it will help, ask someone to help you think through the results of your review. This doesn't have to be a professional coach. It could be a trusted colleague who listens well and can help you reflect on your best next steps. They can find more about how to help you with this conversation on the "**how to coach**" page of our website at www.teamsandleadership.net along with free training exercises and suggestions linked specifically to this review.

*contributor data is only available if you chose to involve other people in your review

Your Leadership Quartet Individual 360

Headlines - Summary Score



Legend for tables on this and following pages:

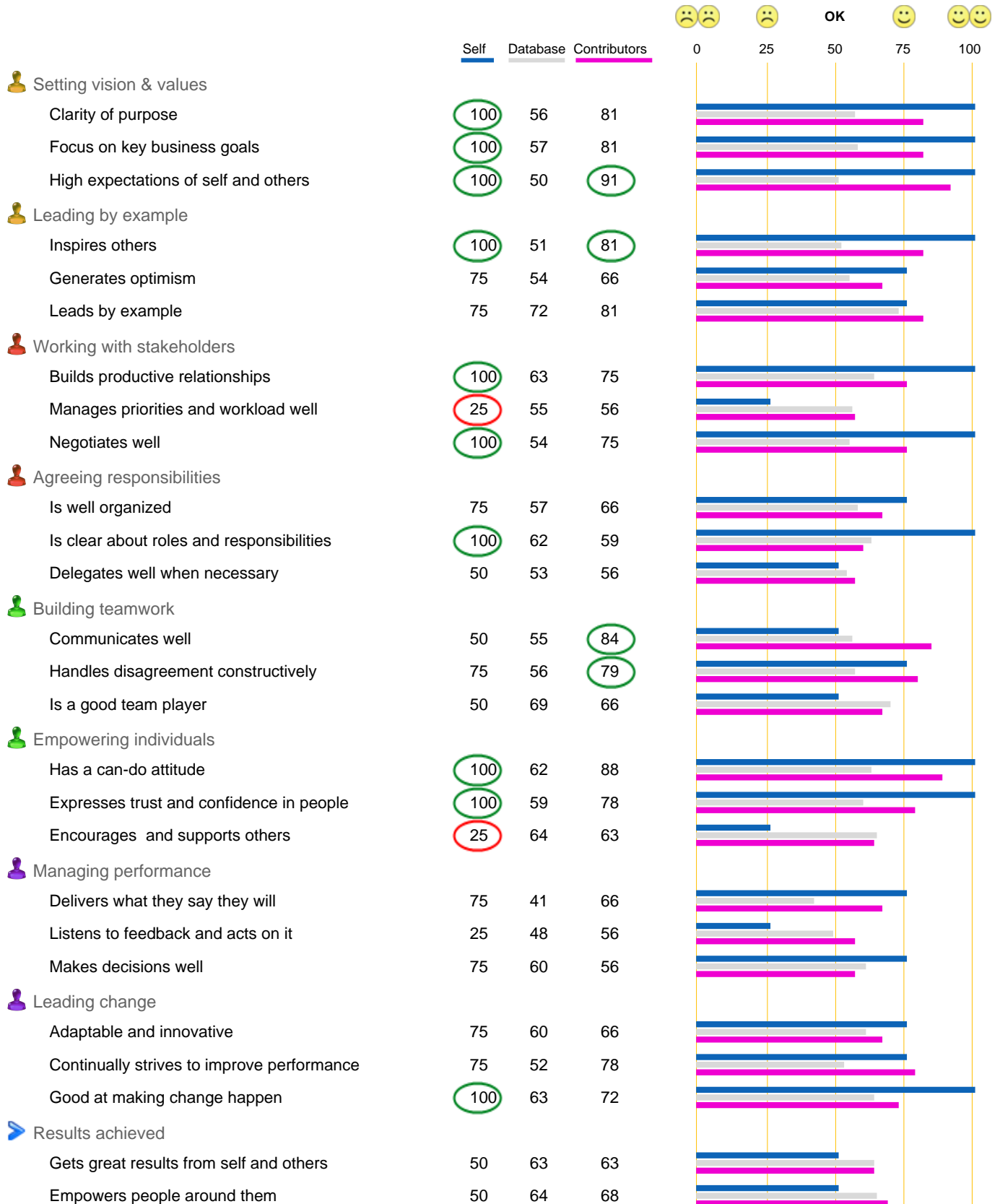
- This score is in the top 10% of scores for this item in the database
- This score is in the bottom 10% of scores for this item in the database

No. of self-rating respondents: 1

No. of 360 contributors: 8

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Your Detailed Personal Profile - how do you perform?



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Your Signature Strengths

Your view - the top 4 scores (see Page 4) as rated by you:

- 100 % Expresses trust and confidence in people
- 100 % Is a good negotiator
- 100 % Is clear about roles and responsibilities
- 100 % Has a can-do attitude

Your 360 contributors' view - the top 4 scores (see Page 4) as rated by your contributors:

- 91 % Has high expectations of self and others
- 88 % Has a can-do attitude
- 84 % Communicates well
- 81 % Has clarity of purpose and direction

Your Challenges

Your view - the bottom 4 scores (see Page 4) as rated by you:

- 25 % Provides support and encouragement to others
- 25 % Manages priorities and workload well
- 25 % Listens to feedback and takes appropriate action
- 50 % Delegates well to others when necessary

Your contributors' view - the bottom 4 scores (see Page 4) as rated by your contributors:

- 56 % Listens to feedback and takes appropriate action
- 56 % Makes decisions well
- 56 % Manages priorities and workload well
- 56 % Delegates well to others when necessary

No. of self-rating respondents: 1

No. of 360 contributors: 8

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Suggestions for Development

Your own suggestions for development:

There were no suggestions for development.

Contributor suggestions for development:

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

- 4 votes Delegating to others when necessary
- 3 votes Putting collective achievement above your own priorities
- 2 votes Being better organized
- 2 votes Listening to feedback and taking appropriate action

No. of self-rating respondents: 1

No. of 360 contributors: 8

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Comments: What you say you do well

"I am very clear about direction.

I'm very good at keeping in touch with our clients and understanding their needs."

No. of self-rating respondents: 1

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Comments: What you say you could improve

"I sometimes feel I lack imagination about possibilities - but I have others in my team who can do that.
I leave people behind sometimes and don't take enough care to think about where they are starting from."

No. of self-rating respondents: 1

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360 contributor comments: What contributors say you do well

"Chris is good at handling people outside the business - clients, freelance designers etc.
Her major strength is spreading the word about our work, speaking at conferences, talking up our work."

"There's no doubt Chris can inspire people around her. But that is not always matched by being clear with people what is needed by when and who is doing what"

"Dedication. Commitment. Very focused. Flexible when needed. Trustworthy and professional."

"Chris is very clear about priorities and business requirements, and works very proactively.
Great ambassador for the team and the business."

"Chris's main strengths are her ability to organise, her work ethic and her great personality. She has great strength of character and has the ability to motivate others."

"Excellent team player - good communicator - hardworking and good at whatever she does"

"Approachable, hard working and dedicated to delivering the best she can."

"Chris is good at seeing the bigger picture and being innovative about how to take the business forward and win more work. She is very ambitious for the team and wants us to be seen to make our mark."

No. of 360 contributors: 8

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360 contributor comments: What contributors say you could improve

"Chris doesn't always seem so interested in what happens within the team. She doesn't always delegate well. It would be helpful, and more motivating to have a bit more internal focus from her."

"Chris sometimes pushes ahead with getting new work without thinking about the impact back at the ranch. Thinking more about the impact on her team members would help.

Chris sometimes seems to make decisions based on the last person she has spoken to rather than logic. A bit more consistency in her decisions would help."

"Can sometimes alienate people and doesn't always support or encourage"

"Doesn't always delegate well or listen when the rest of us say we have too much on. But her enthusiasm carries us with her."

"Develop realistic expectations, we cannot always do everything within current parameters"

"Chris inspires and empowers those that she works with but this can be developed further. As a successful leader she will need to use a range of strategies to inspire a wider team. I am sure she will achieve this."

"Chris tends to be overloaded so could work on either delegating some tasks or planning her workload better to ensure she meets all deadlines.

Her strong focus on delivery for clients can put a lot of pressure on the rest of us."

"Sometimes I think Chris takes on too much and she needs to know when to say no, I am too busy or I can do that but not this week etc."

No. of 360 contributors: 8