

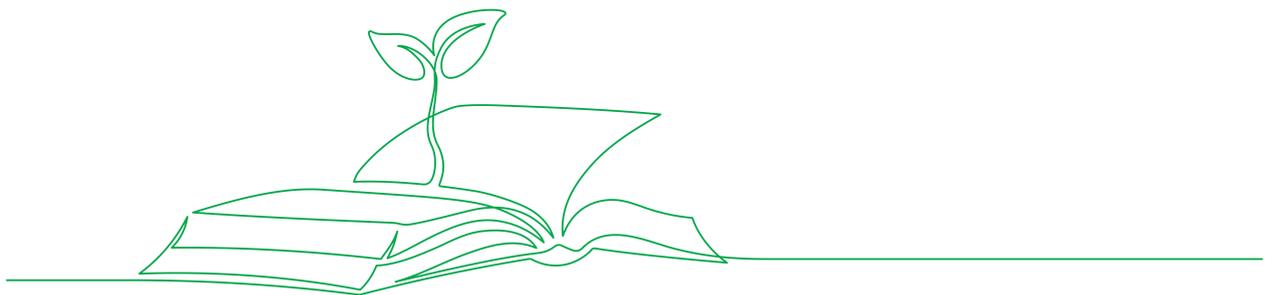


WINSBOROUGH

Steve Sample

Leader 360 Report

June 2025



Welcome Steve

The 360 feedback process is designed to provide insights into your behaviour as a leader and to guide your future developmental actions. This report is a gift from your colleagues who have shared their observations of how you show up as a leader.

We have benchmarked your results against other leaders, both in New Zealand and internationally, so you are able to see at a glance both your leadership strengths and opportunities for development. This is to help you focus your attention on the behaviour change which will have the most beneficial impact.

Some people find feedback a tough message, so read your report more than once. Receiving these insights with humility and openness, and spending some time reflecting before taking action, will allow you to make the most of this feedback. This report shows a snapshot in time. It is not a reflection of your whole self or your full leadership journey.

Confidentiality

This document is confidential and contains personal information. We will only share it with those identified to you at the beginning of this process. We encourage you to be mindful of how you share and store it. An electronic copy will be held on Winsborough's secure cloud server.

Your 360 Feedback Journey

1

Understand how to read this report (see below) then explore your summary snapshot. Get a feel for the **big picture**.

3

Review comments and suggestions. Get a feel for the **advice...** then take a break! Reflect, talk to your manager, let the feedback land.

2

Review results on each competency, explore the scoring by you and your contributors. Understand the **details**.

4

Now identify two or three key **priorities**. Create a simple development plan with a few clear and specific behaviour changes.

Mā te kimi ka kite, Mā te kite ka mōhio, Mā te
mōhio ka mārama

Seek and discover, discover and know, know and become enlightened

Reading Your Report

This 360 is based on the Domain Model of Leadership. Your results are presented across the four domain areas:



How you Behave :	Self discipline, internalised standards of performance, and the ability to regulate emotions and behaviour.
How you Relate :	Initiating, building, and maintaining effective relationships with a variety of people.
How you Lead :	Building and motivating a team, developing and promoting a vision, and engaging the team in achieving results.
How you Think and Plan :	Setting and maintaining standards, innovating, keeping team members focused and the business moving forward.

Report Structure

Chapter 1

Gives you the big picture around your leadership reputation, how people see you overall and a leadership measure through a Leadership Effectiveness Index.

Chapter 2

Gives you the details around your leadership reputation across 10 competencies and provides a leadership measures through a Team Engagement Index.

Chapter 3

Provides comments and suggestions from your contributors on how to improve as a leader.

Appendix A

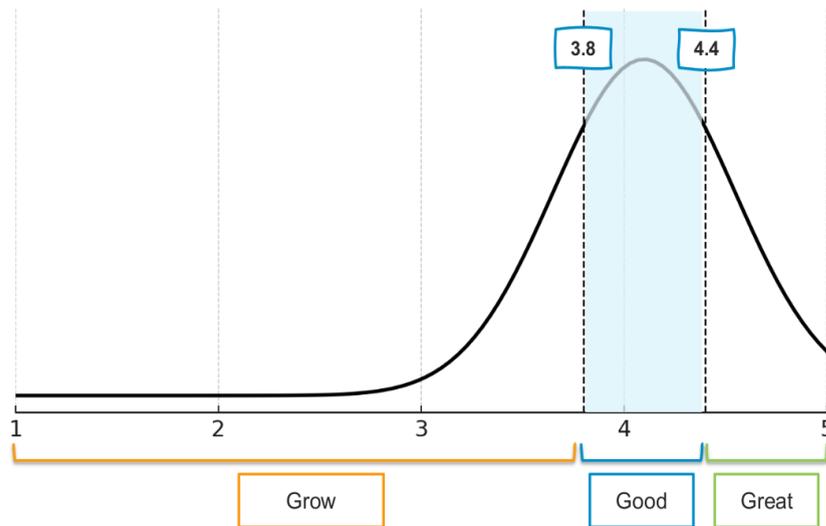
This appendix provides a list of all items and the item's average raw score (from across all contributors excluding self-ratings). A red flag beside an item means people in a respondent group (e.g. Peers or Team members) have differing views of how this behaviour is showing up. A

letter symbol will appear beside the flag to indicate the applicable rater category. .

Our Benchmark

Your results are presented as percentile ranks in three categories: **Grow**, **Good**, and **Great**. This means you can see how you compare to around 6,000 leaders from various industries and levels, helping you identify your relative strengths and areas for development.

Because 360 contributors often give higher ratings, most average scores fall in the low 4's on a 5-point scale, so scores in the Good and Great range are close together, as shown in the graph below:



Your Contributors

(Y) Self (1) (L) Leader (1) (P) Peers (3) (T) Team (3)

Competency score key

The colour of the competency bars below shows how you compare to our leadership benchmark. Orange indicates room for growth, blue is on track, and green indicates strong performance in that competency.

Grow (0 - 35th percentile)

Good (36th - 64th percentile)

Great (65th - 100th percentile)

This chapter gives you a snapshot of all competencies, showing the average of your contributors' scores (bar length) compared to the leadership benchmark (bar colour).

How you Behave

Resilience



Self Awareness



How you Relate

Communication



Build and Sustain Relationships

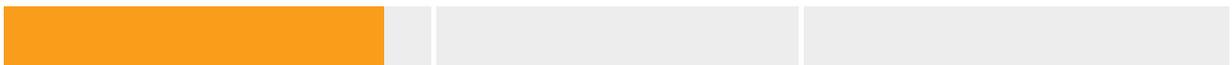


How you Lead

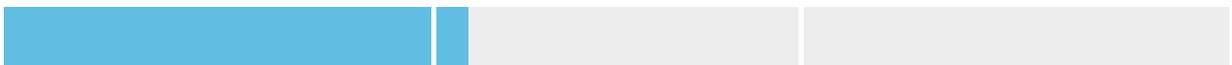
Build Effective Teams



Manage and Develop Others



Create and Drive Vision



How you Think and Plan

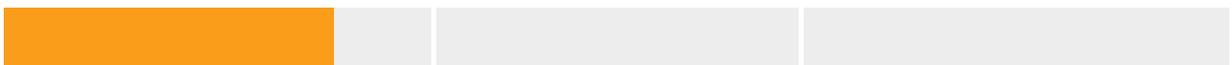
Achieves Results



Analysis and Problem Solving



Strategic Thinking



Leadership Effectiveness

Leadership Effectiveness Index

One of the things leaders are most often in the dark about is how they compare to other leaders. By averaging all of the contributor ratings across all competencies and comparing it to our database of almost 6,000 leaders, we get the Leadership Effectiveness Index.

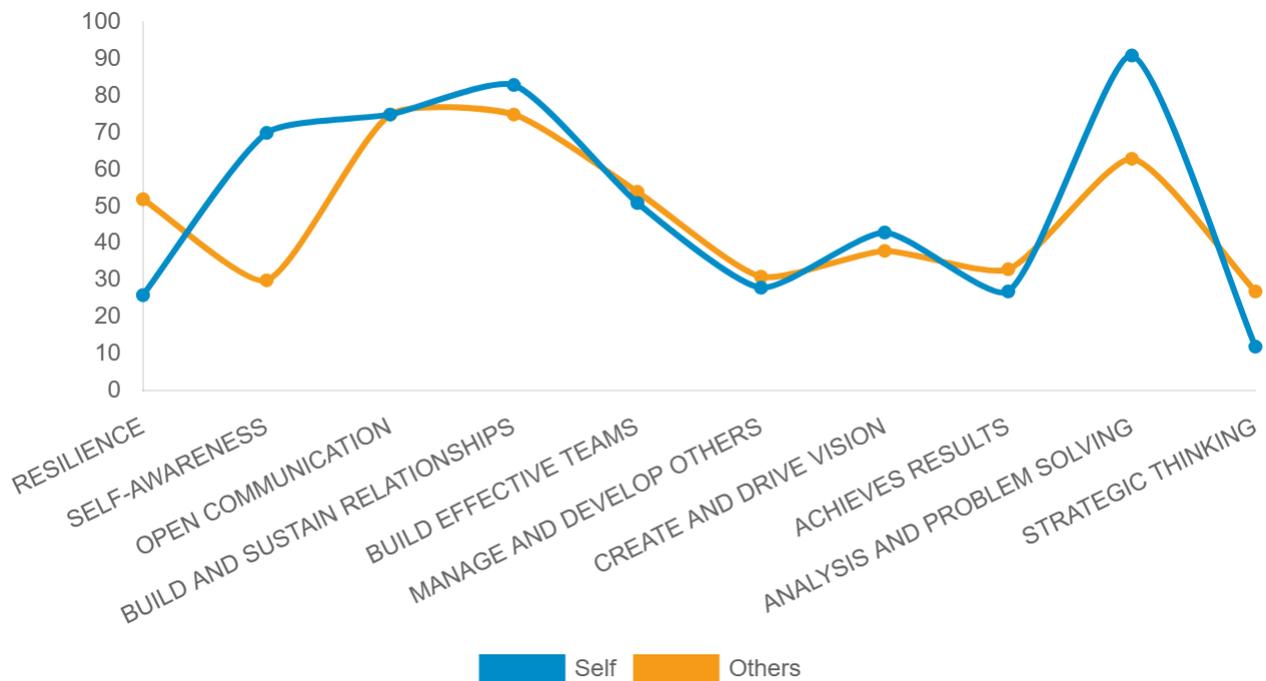


The image to the right shows how your contributors currently view your leadership.

Contributor Comparisons

Gap Analysis: Self Scores Compared With All Others

This line graph compares self-ratings with the averaged ratings from all other contributors across the competencies. The scores are shown in percentiles.



Self Awareness Framework

The Self Awareness Framework helps us understand how much we and others know about our behaviour. It highlights areas where we see ourselves clearly (High Self Awareness) and areas other people notice that we might not see (Blindspots). We've also highlighted Key Strengths and Growth Opportunities to support your reflection and development. The score displayed is the average of all contributor's scores on the 1-5 point scale (excludes your self evaluation).

Key Strengths

(Your highest rated items)

- 4.86 Delivers timely solutions
- 4.86 Develops constructive relationships with the right people
- 4.86 Uses an appropriate communication style for the audience
- 4.71 Anticipates problems and watches for trends
- 4.71 Has a positive work ethic

Key Growth opportunities

(Your lowest rated items)

- 3.29 Seeks to learn from others' feedback
- 3.43 Applies sound business management
- 3.43 Energises people to stretch themselves
- 3.57 Creates a positive connection to goals
- 3.57 Is insightful about the impact of their behaviour on others

High Self Awareness

(Items with the smallest difference between your own and other people's ratings)

The number is the difference between the scores.

- 0.00 Motivates and inspires others
- 0.00 Effectively manages poorly performing team members
- 0.00 Makes decisions that keep work moving
- 0.00 Tackles hard issues without hesitation
- 0.14 Admits to and handles mistakes constructively

Blindspots

(Items with the largest difference between your own and other people's ratings)

The number is the difference between the scores.

- 0.71 Seeks to learn from others' feedback
- 0.71 Shows strength of character in the face of frustration
- 0.71 Coaches, mentors, and guides each team member
- 0.71 Creates an environment that fosters innovation
- 0.57 Applies sound business management

Competency Results

Here are your detailed results by competency for each domain. The competency graphs show the average score of each contributor group.

How You Behave

This domain refers to managing your emotional extremes, remaining optimistic in the face of pressure, and bouncing back from adversity. People prefer to be led by managers who are positive, calm, humble and self-aware.

Resilience

Perseveres in the face of frustration; has an optimistic outlook; maintains a sense of self-responsibility and constructive behaviour

Good



Your results:

Your score shows that people think you cope fairly well, but there is a great opportunity to practice the skills of resilience and deepen your capability.

Why should you care:

You spend about a third of your life working so reducing strain and boosting enjoyment just seems like a much better way to go through life.

Development tips:

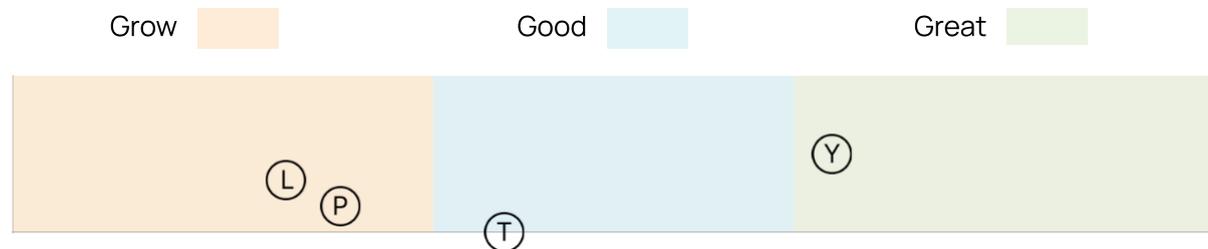
So how do you build and sustain resilience? Here are a few evidence-based actions you can take

1. One of the best protective factors is having good social support. Increase the time you spend with people who can listen and provide support (not necessarily advice!).
2. As pressure mounts we falsely assume working longer, or more intensely increases our efficacy. It doesn't. Put breaks into your working day. Try to group work tasks so you alternate periods of hard work with less intense work. Space meetings out and ensure time for focus.

Self Awareness

Understands the impact of self on others; adjusts their approach appropriately; receives and acts on feedback; maintains control of their emotions.

Grow



Your results:

Your score shows that you may not understand how you come across or notice the impact you have on others. People may feel that you are slow to pick up on social cues. Room to grow is a good thing - here are some suggestions for how you can increase self awareness.

Why should you care:

Even if you have some self-insight its a great skill to practice applying in different settings. If we misinterpret the feelings and needs of others, we risk being seen as unresponsive to feedback, insensitive, and prone to repeating mistakes.

Development tips:

So what might you do to increase your self awareness?

Here's a great practice to deepen self awareness - the after-action review.

After a meeting check with another participant these three questions:

- Did people feel I was tuned into their messages?
- Did my tone and emotion match the mood of the room?
- What might I do next time to better show up as a leader?

Boost your *other* awareness:

- Monday: ask each person on your team about their weekend and what their energy levels are for the week coming.
- Wednesday: ask each person on your team if there is one thing you could do to help them at work.
- Friday: ask each person to tell you something they enjoyed in the week.

How You Relate

This domain looks at how well you establish and maintain constructive relationships with all kinds of people. Sharing the right information, being engaging, listening, and trying to understand other points of view - all essential leadership skills.

Communication

Openly and effectively communicates their opinion, ideas, and vision; adapts their style appropriately in relation to the audience; communicates appropriate information.

Great

Grow

Good

Great



Your results:

Your score shows others see you as a highly effective communicator. Keep it up!

Why you should care:

Making sure others understand your message accurately will go a long way towards your influence and effectiveness. Ensuring you communicate clearly across a diverse range of methods will help your message land with your audience.

Development body tips:

So how do you leverage your already strong communication?

Effective communication is built on a foundation of listening, and really seeking to understand where your communication partner is coming from. Is there an element of active listening that you'd like to refine?

A big part of communication lies not in what people say, but in how people act, or their body language. Here are a few examples of non-verbal communication cues you could pay attention to:

- Eye contact and facial expressions
- Body posture, hand gestures and fidgeting
- Proximity and personal space
- Attentiveness and engagement
- Is there anything you can do more of, or less of?

Build and Sustain Relationships

Shows insight and awareness of the needs of others; builds and enhances relations with key stakeholders; respects and employs others' skills and experience.

Great

Grow

Good

Great



Your results:

Your score shows others see you as a highly effective relationship builder. Keep it up!

Why you should care:

There is a limit to what we can accomplish alone. On the other hand, cultivating relationships with others helps us all achieve more together.

Development tips:

So how do you build and sustain effective relationships? Here are some evidence-based suggestions.

1. Curiosity is foundational to cultivating effective relationships; curiosity about the other person, who they are, what they need, and where their strengths lie. Practice asking open-ended questions, and give yourself the time to orient towards finding the next question to ask, rather than finding the simple answer.
2. Do a stakeholder analysis ([read more here](#)), and identify which professional relationships are most essential for you and your team's effectiveness. This will help you uncover your relationship blindspots, and focus your efforts on those stakeholders with whom you'd like to build (or build better) relationships.

How You Lead

Effective leaders ensure team members understand the overall team mission and their roles. The competencies in this domain reference this by looking at how well you set high standards, coach and manage performance, and effectively inspire others.

Build Effective Teams

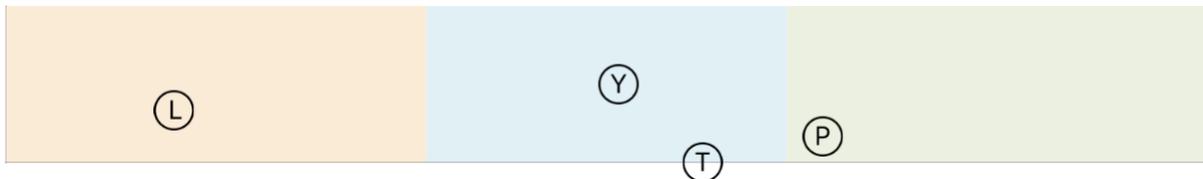
Recruits and retains talented personnel; provides team members with role clarity and a sense of shared purpose; fosters teamwork and morale.

Good

Grow

Good

Great



Your results:

While there are parts of this role you are doing well, there is ground to make up to become a high performing team leader.

Why you should care:

Building a team that is both cohesive and united in its goals produces a 25% lift in team performance. *[Institute for Corporate Productivity (2024). The Team Network Effect™]*

Development tips:

To help you, we've got some evidenced-based actions to raise your game. Study them carefully - they could change your life.

The greatest gift you can give your team is clarity. Spend an hour talking with each team member checking their understanding of:

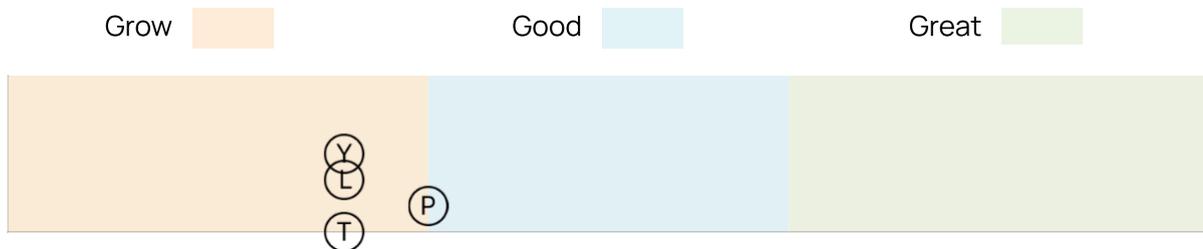
- What the shared goal or mission is
- What they think their key contributions towards it are
- What their priorities are in the next week
- What role they think they play in the life of the team

Sports and military teams spend time reflecting on their performance to improve it. In fact, teams that conduct well-designed debriefs perform an average of 25% better than other teams. We're not referring to elaborate post-mortems: simply getting together, reflecting on what's working and not working, agreeing to make a few adjustments, and getting back to work.

Manage and Develop Others

Clearly articulates expectations and standards; holds others and the team accountable for outcomes; provides relevant feedback in relation to expected standards and outcomes; encourages, coaches, and mentors others.

Grow



Your results:

Your results suggest you may not be proactive, or effective, at developing your team members and monitoring their performance.

Why you should care:

Human beings have a super-power: we achieve more together than we can alone. As a leader, investing the time and energy into developing your team's capability means the team can be more effective together.

Development tips:

So how do you become more effective at managing and developing others? Here are some suggestions from the research.

A simple entry point might be to ask your team members what kind of support, guidance, coaching, and mentoring would they like from their leader. Here are some of the questions you can ask:

- What's an example of great coaching, mentoring, or guidance you received?
- What input, feedback or support from a leader did you find most useful?
- What input, feedback or support from a leader did you find not so helpful?

To coach and inspire, first you have to seek to understand what's truly important to each of your team members. What's their North Star? What does this look like at work, and as a leader, what can you do to help them move towards this? [Here's a values exercise](#) you can do with your team to open up this discussion.

Create and Drive Vision

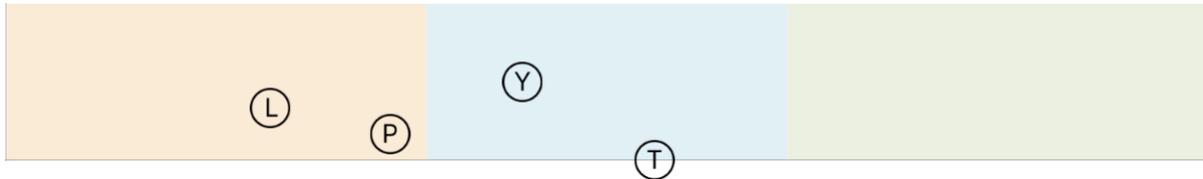
Able to compose an inspirational and galvanising vision; articulates desired future state, engages others' commitment towards the achievement of this; promotes confidence and optimistic attitudes.

Good

Grow

Good

Great



Your results:

Your score shows that you could deepen your skill in conveying a stronger sense of mission, or a clearer path forward. You seem to be caught up in the day-to-day of delivery and can do better explaining what success is and why people should care.

Why you should care:

Research shows when the team buy into the vision they feel more capable, more resilient and see the organisation as more attractive. Oh, and they turn on their creativity too.

Development tips:

What are the secrets of leaders who engage their followers with a clear strategy and compelling vision? Here are some key takeaways.

A great vision consists of three elements:

- Significant purpose: No matter the business you are in, what does it contribute to the world?
- A picture of the future: How will you change things for the better if you are living out your purpose?
- Clear values: What are the principles you act by to achieve your purpose and deliver that future?

Think of a time in your life when you were inspired to act differently. It doesn't have to be about work. Think about the way you felt. What was it that resonated in a deep way with you. How can you bring this into the way you show up for other people as a leader?

How You Think and Plan

The competencies in this domain refer to how well you identify problems, make sound decisions and apply sound management to achieve results. People strongly prefer leaders who include them and build a positive, innovative culture.

Achieves Results *Creates and maintains focus on and drive towards results; coordinates and prioritises resources to the achievement of results; effectively delegate tasks; spends time on what is important; eliminates roadblocks to achievement.*

Grow



Your results:

Your score shows others may not always be clear on what is expected of them. Work on being extra clear about deliverables, time frames and actions.

Why you should care:

Your ability to deliver results with and through others is critical to your leadership success. You must demonstrate you have the know-how and experience to make good decisions and provide clear direction towards a common goal.

Development tips:

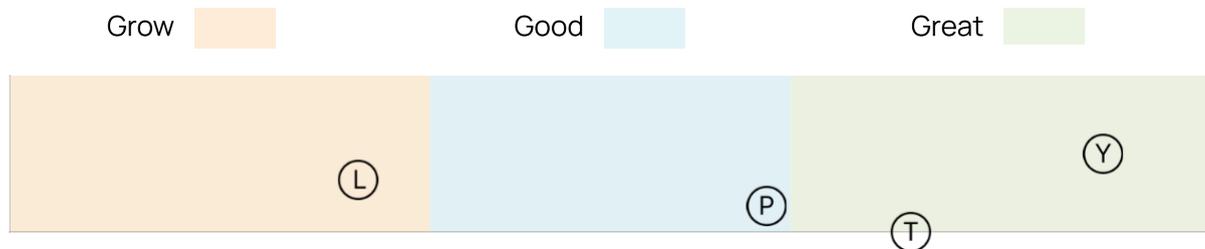
What can we learn from leaders who are great at achieving results?

- Firstly, great leaders have a laser-like focus on what is important. Take some time to consider your current priorities - cut them down to three key results your team will achieve in the next 6 months.
- To maintain a tight focus on these key priorities, great leaders make decisions quickly and adjust their approach when required. Consider when in the last couple of months you have made a tough call. Challenge the belief that mistakes signify failure and see them instead as opportunities to change things up and learn.

Analysis and Problem Solving

Scans the horizon to identify issues, trends, opportunities, and threats; provides robust analysis on which sound decisions can be made; ensures appropriate practices are considered when making decisions; manages organisational risk and ensures compliance.

Great



Your results :

Others see you have strengths in cutting through problems and delivering solutions based on solid data and analysis. You understand your context and environment and anticipate issues in advance to come up with effective solutions.

Why you should care:

A leader with strong analysis and problem solving skills can efficiently guide their team toward goals without them being frustrated or confused. Anticipating and solving problems will facilitate better collaboration by removing obstacles and the need for rework.

Development tips:

Here are some practical things you can do to maintain focus on and further enhance your analysis and problem solving skills.

1. Regularly check you are tracking data and trends relevant for your role and the decisions you need to make. Develop a dashboard or visual to help you monitor and keep this information at the forefront.
2. To push yourself to develop even further, learn about biases and errors in thinking and test if you fall prey to any of them.

Strategic Thinking

Spends an appropriate amount of time concentrating on long-term objectives; works to ensure that long-term objectives are achieved; can anticipate future consequences and trends accurately; is future oriented and encourages innovation.

Grow



Your results:

Your score indicates others see you as applying yourself more to short term targets at the expense of the long term and having less focus on change and innovation.

Why you should care:

According to multiple studies, strategic thinking was the leadership quality that correlated best with perceptions of 'success' and 'effectiveness' in the workplace.

Development tips:

With the right mindset and practice, you can improve your strategic thinking skills.

1. One of the simplest things you can do to improve your strategic thinking skills is to make the time to consider and ask more strategic questions. Doing so allows you to exercise your planning skills, become adept at spotting opportunities, and develop a more strategic mindset you can leverage throughout your career.
2. Making specific time to observe and reflect on the current situation and gather relevant facts is another effective way to enhance strategic thinking. Rather than following assumptions without question, gather as much information as you can when understanding an issue and crafting your strategy.

Team Engagement

Team Engagement Index (%)

Engaged teams perform better, work well together, and feel better at work - and leadership plays a big role in making that happen.

Our research has found five key leadership behaviours that strongly influence team engagement. Your Team Engagement Index is based on how your team rated you on these behaviours, compared to other leaders. The image on the right predicts how your team is currently feeling about their engagement.



Results suggest that about half of your team will be actively engaged. Pay attention to the verbatim feedback from your team members regarding which of these key actions will have most impact on their level of engagement.

Invest time now on these key actions:

- define the team's mission and goals
- clarify each person's role in relation to team goals
- clarify outstanding performance for individuals in your team
- work on creating an environment that fosters innovation
- adjust processes which are not working

This chapter provides an opportunity for your contributors to let you know what they appreciate about your leadership as well as any suggestions they think would be helpful for you to try.

What is the one thing you value most about Steve's leadership?

- Ⓛ Technically brilliant! Has wide-ranging relationships across the organisation and is a trusted business advisor. Asks probing questions and keeps me honest.
- Ⓟ Steve is very determined and focused and has an excellent knowledge base to draw on. He's very good at collaborating at a certain level across the business, particularly when executing a community project. Can be a powerful presenter so that should be leveraged more.
- Ⓟ Keep being an enthusiastic person and clear communicator.
- Ⓟ Fast learning of complex processes and ideas. Knows our business well and can apply this knowledge to improve our standing in the community.
- Ⓣ Steve has a very clear understanding of business needs and works hard to move us toward achieving these.
- Ⓣ Able to achieve a win/win outcome in the most difficult of situations.
- Ⓣ Steve has demonstrated a willingness to confront difficult situations and opposition head on and create forced collaboration to resolve matters and deliver what is required. He has shown some resilience and has maintained a clear perspective on matters.

What is the one thing Steve should change to improve their effectiveness as a leader?

- Ⓨ Being open-minded, thinking more about how my actions are perceived by others, and promoting team cohesion.
- Ⓛ When leading your team, try to remember they won't always do things the way you would so you have to assess things from a more holistic point of view. Did they do what was required? Perhaps if not feed this back to them or discuss the reasons why you would do it differently. Always set deadlines and continually check to see how work is progressing - try to review at an early stage to understand if they are 'on the right track'.
- Ⓟ Take care that your frustration relating to issues or individuals is managed in a way that has little or no impact on others. My observation is that this has improved considerably over the past twelve months but should still be considered.
- Ⓟ Make sure your team fully understands the issue or process and why it's necessary before moving to the next stage.
- Ⓟ Have a little more empathy for others' points of views. Acknowledging that you understand their position before trying to push your own.
- Ⓣ While Steve acknowledges he does not always have strong insight into how others may be impacted by his behaviour, he is seeking to understand and is starting to call upon others to gauge the climate so he can adjust his behaviour where appropriate.
- Ⓣ Taking ownership of matters that may need to be managed by your team, even if that is for their own development or if you do let them know where their responsibility ends and yours begins.
- Ⓣ You don't always make the effort of putting yourself in others' shoes/not necessarily open to seeing other points of views.

What words of encouragement can you offer to Steve?

- ① Continue to develop the strong relationships you have with others in the business and community and encourage your team to do the same. Your preference for face-to face communication has had a positive impact on the interactions you and your team have with the rest of the business.
- ② Steve has worked towards building a great working relationship with the teams he interacts with. He is an easy person to get on with and is willing to listen and take on information from others.
- ③ Keep working with business partners to understand their challenges - as you have great ideas and solutions to assist. Keep being positive and enthusiastic, when you are, it is infectious for others.
- ④ Don't be afraid to delegate where appropriate and set clear goals for your direct reports. Celebrate success not just for your team but for your own successes.
- ⑤ Steve, I truly admire your articulation skills. You are a convincing speaker and no matter who the audience is, you speak with conviction and passion for the subject. You question and probe to understand issues and challenges and offer ideas and solutions to solve problems.
- ⑥ You always tailor your style to best suit the particular audience at hand, and will always stop to check understanding and confirm whether the audience has questions or anything else to contribute.
- ⑦ Keep speaking about the strategy and vision which ensures we remain aligned in this continually changing environment. It is motivating and energising. Keep acting as a sounding board and offering suggestions on how to approach matters in a way that is not instinctual for us as a team, but which may prove more effective.



Now What - Turning insight into action:

This is where the hard work really starts! Remember you can't do everything at once. [Start by downloading a development planning guide here.](#)

We recommend you take these five steps:

1. **Reflect on the themes** that have emerged and **note down your key insights.**
2. **Choose two or three specific areas** to focus on - these may be strengths to leverage or improvements to work on.
3. **Set clearly defined goals** so you will know when you have been successful.
4. **Thank your contributors** for their feedback. Let them know what you will be focusing on, and ask them to give you feedback as you work on your new behaviours.
5. **Enlist the help** of your leader and other supporters to keep you focused on achieving your goals.

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Turning full circle/Ever changing world

For more information and to read our latest leadership blog posts please visit www.winsborough.co.nz



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Appendix A - Item Summary

Competency	Survey Item	Ave Score & Flag
Resilience	Shows strength of character in the face of frustration	4.7
	Tackles hard issues without hesitation	4.0
	Admits to and handles mistakes constructively	4.1
Self Awareness	Has a positive work ethic	4.7
	Seeks to learn from others' feedback	3.3
	Is insightful about the impact of their behaviour on others	3.6
Communication	Uses an appropriate communication style for the audience	4.9
	Communicates relevant information in a timely way	4.1
Build and Sustain Relationships	Develops constructive relationships with the right people	4.9
	Seeks to understand stakeholder needs	4.7
	Engages others with energy and passion	4.1
Build Effective Teams	Ensures team members understand their role and how their work contributes to overall goals	4.3
	Creates an environment that encourages teamwork and cooperation	4.1
	Actively includes people who can contribute to the team	4.1
	Defines success for the whole team	4.6
Manage and Develop Others	Coaches, mentors, and guides each team member	3.7
	Energises people to stretch themselves	3.4
	Effectively manages poorly performing team members	4.0
Create and Drive Vision	Cascades the organisation's vision and strategy into the team's work	4.6
	Defines outstanding performance for all team members	3.7
	Creates a positive connection to goals	3.6
	Motivates and inspires others	3.8
Achieves Results	Effectively coordinates people, time, and resources	3.7
	Adjusts the process when it does not work	4.4
	Makes decisions that keep work moving	4.0
Analysis and Problem Solving	Anticipates problems and watches for trends	4.7
	Delivers timely solutions	4.9
	Applies sound business management	3.4
Strategic Thinking	Ensures long term objectives are achieved	3.9
	Identifies and manages potential risks	4.3
	Creates an environment that fosters innovation	3.7