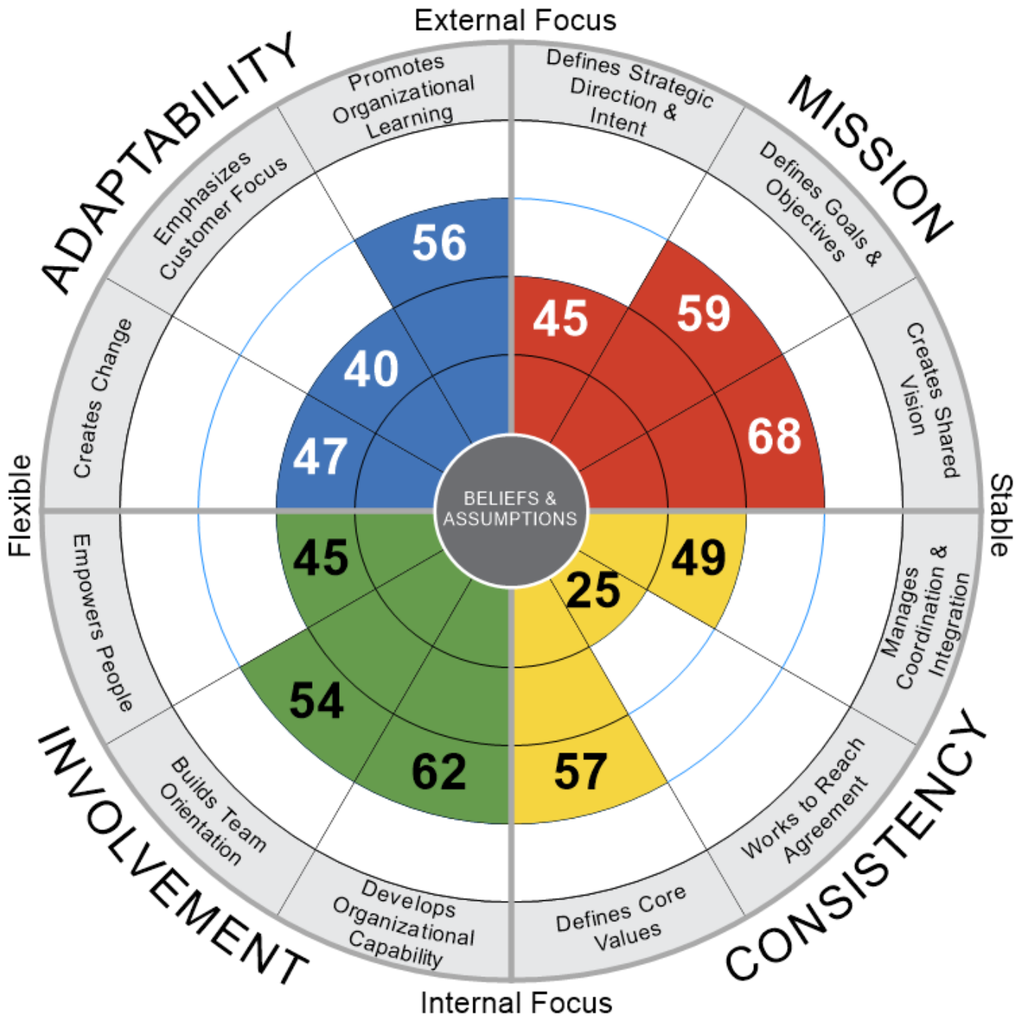
Sample DLDS 360 Report

Organization Name

Leader Name

Leader Name

Self



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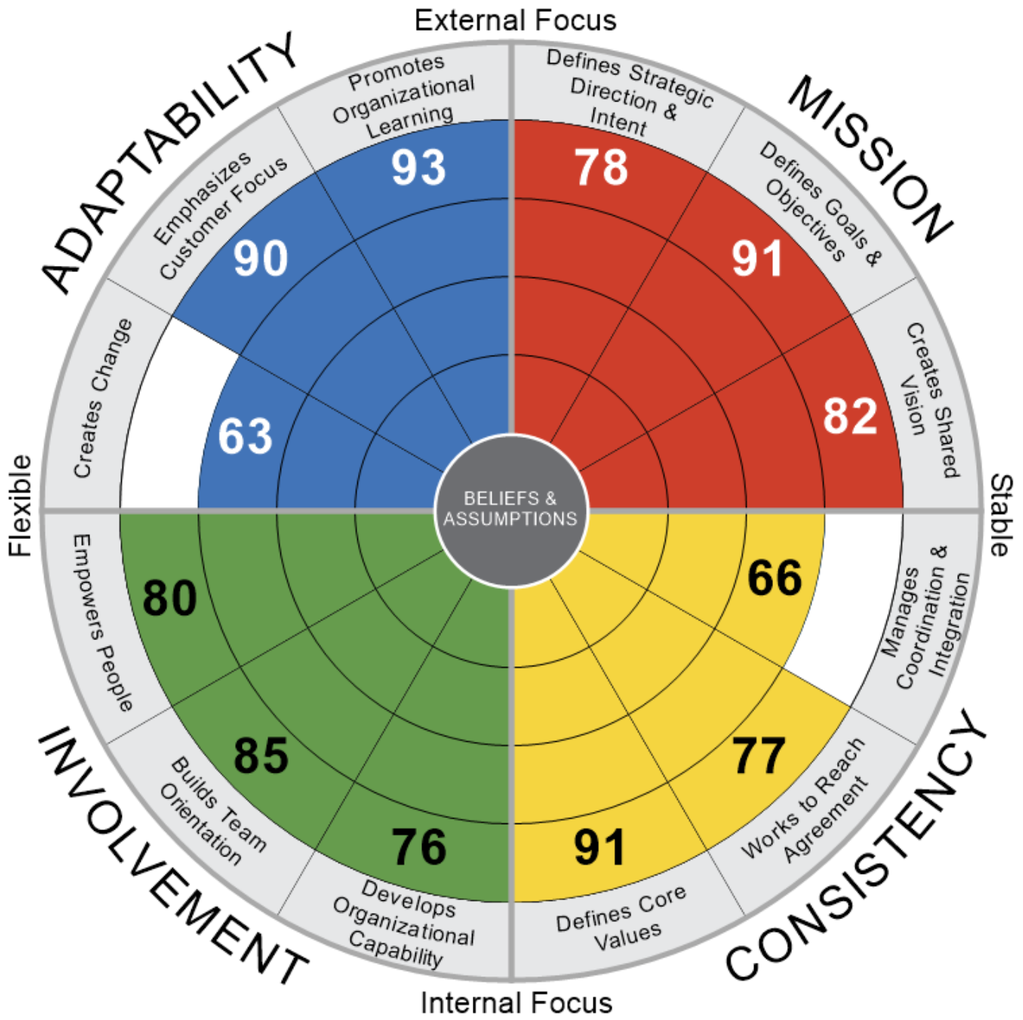
Combined Other



5 Peer
1 Boss
4 Direct Report
4 Other

NUMBERS DENOTE PERCENTILES |

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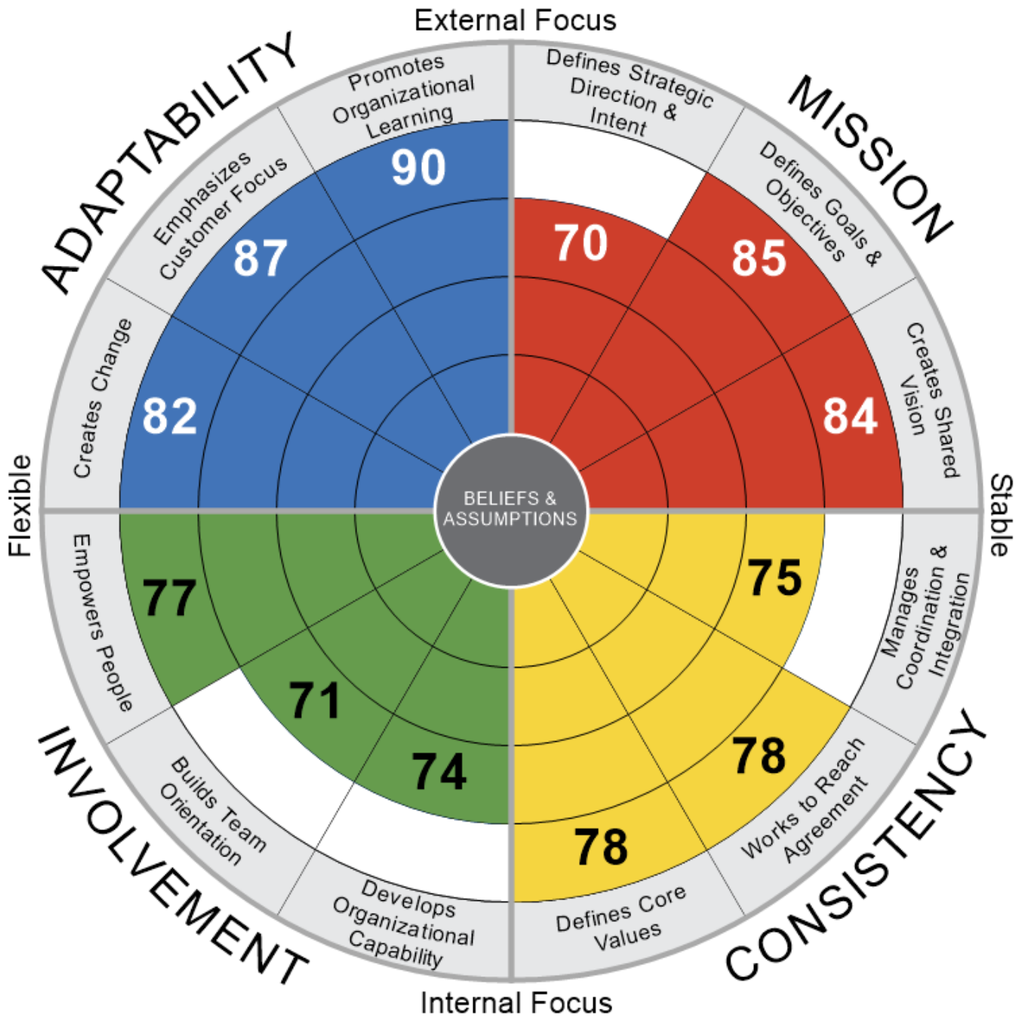
Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R

Leader Name

Other



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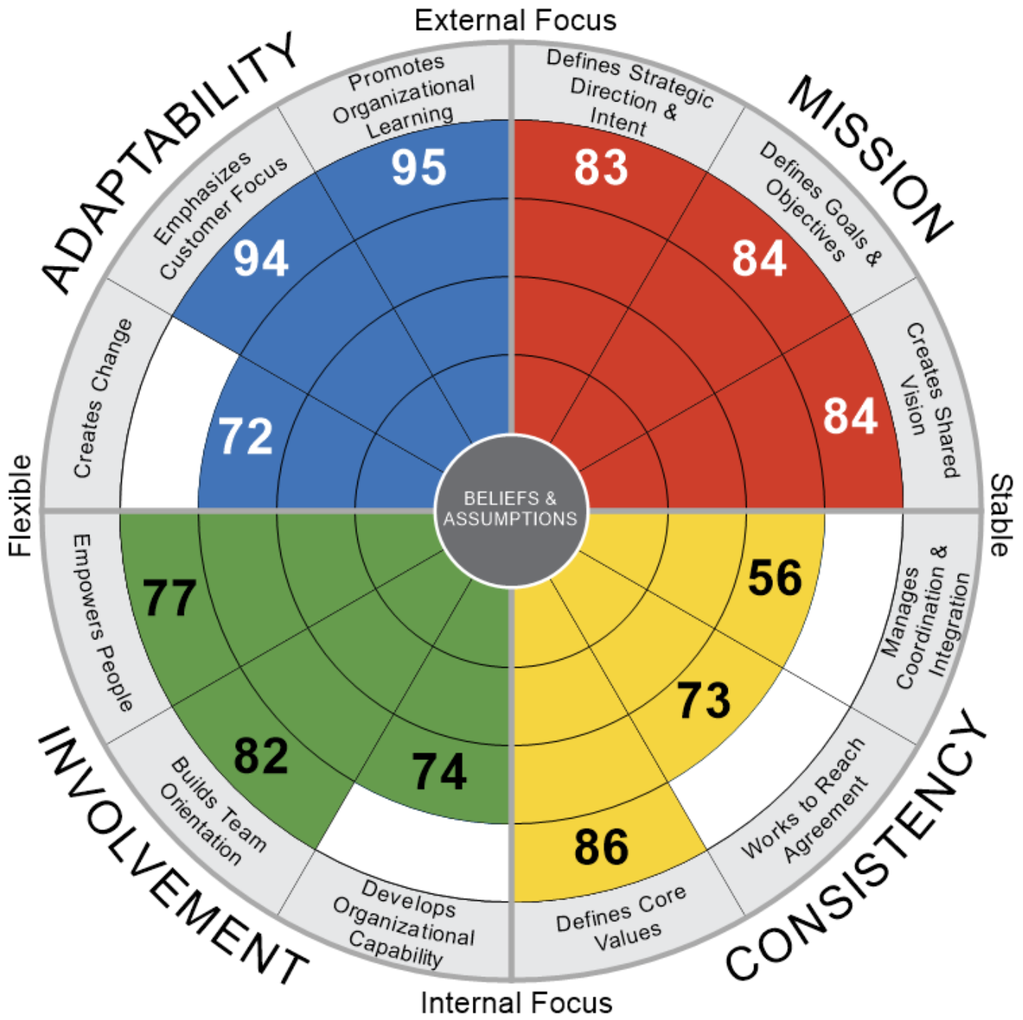
Peer



N = 5

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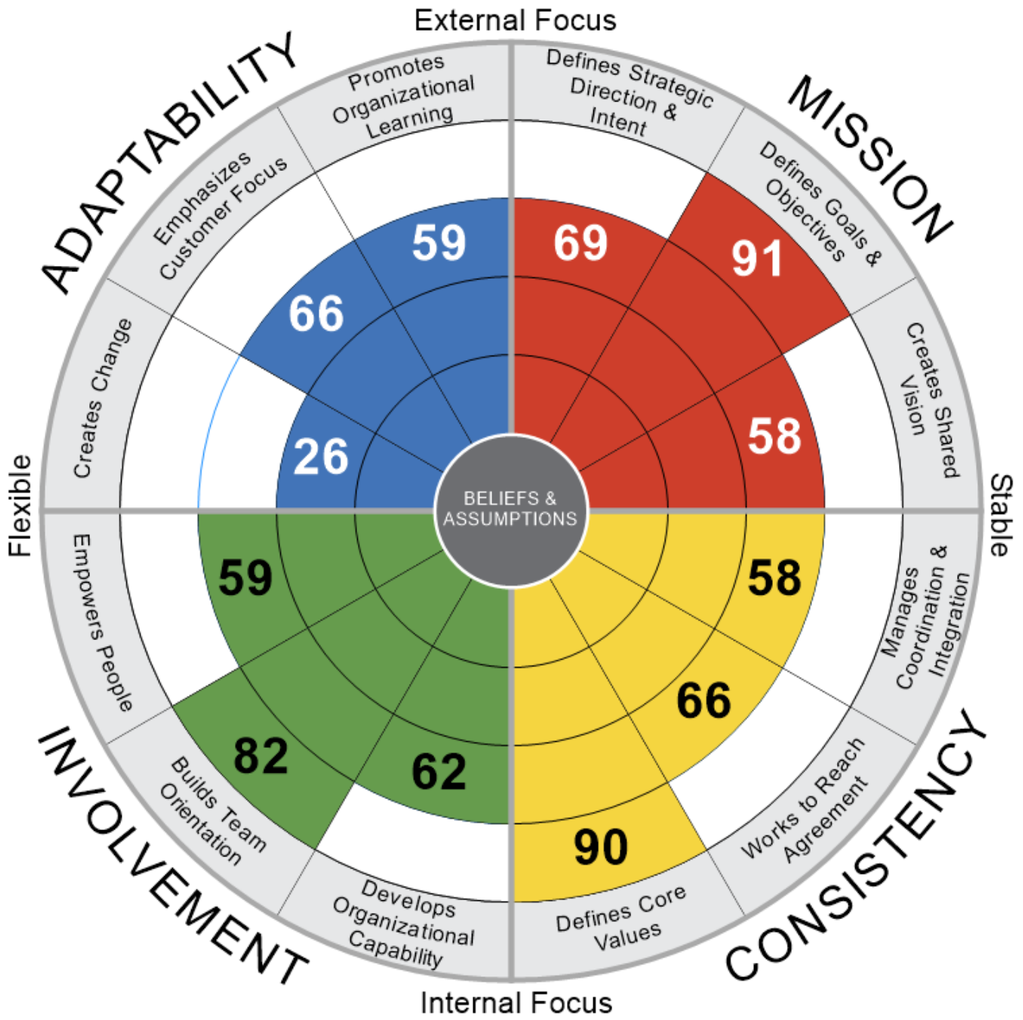
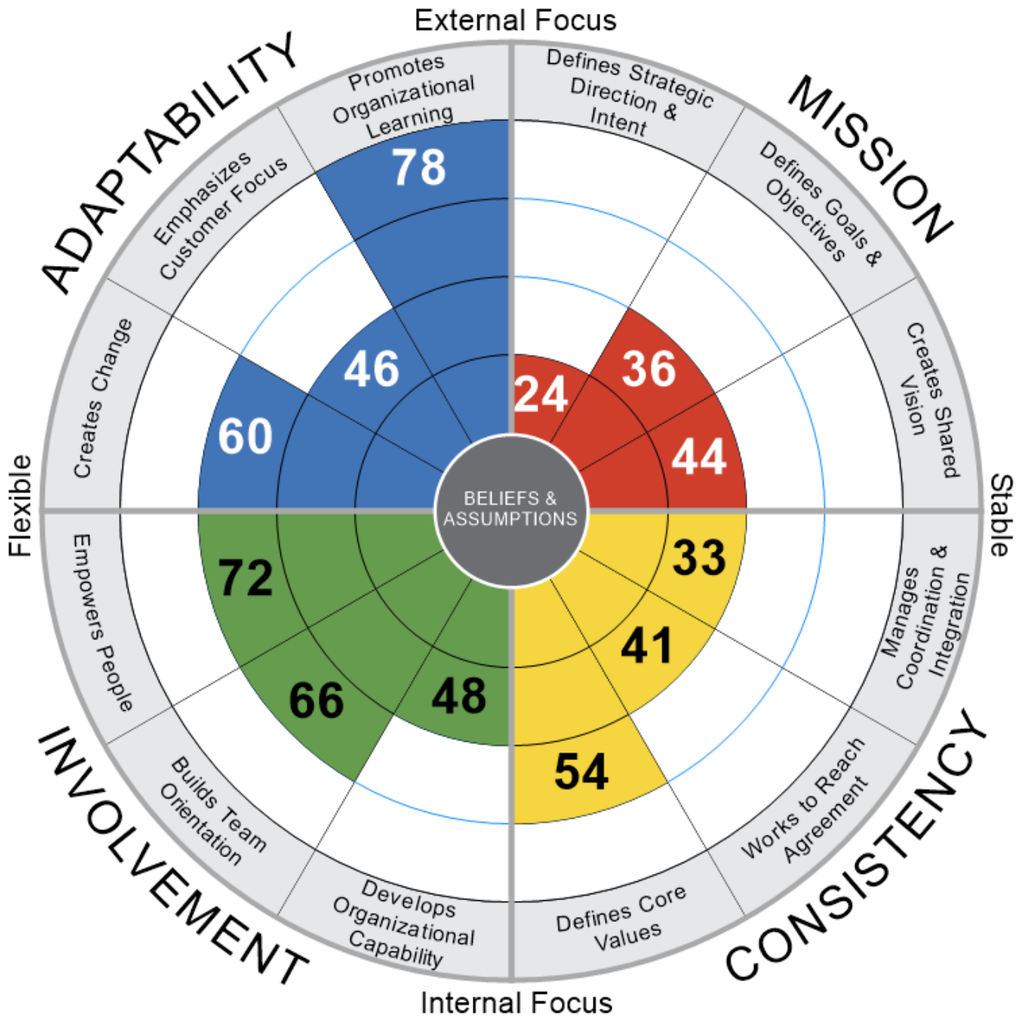
Leader Name

Direct Report



N = 4

Boss



N = 1
Boss Name

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Leader Name

Capabilities & Gap Report

Matched Perceptions

Strengths*

	GAP	Percentile SELF	Percentile COMBINED OTHER
Manages Coordination & Integration	-17	49	66
Creates Change	-16	47	63
Creates Shared Vision	-14	68	82
Develops Organizational Capability	-14	62	76

Challenges**

	GAP	Percentile SELF	Percentile COMBINED OTHER

Mismatched Perceptions

Underestimated Capabilities***

	GAP	Percentile SELF	Percentile COMBINED OTHER
Works to Reach Agreement	-52	25	77
Emphasizes Customer Focus	-50	40	90
Promotes Organizational Learning	-37	56	93
Empowers People	-35	45	80
Defines Core Values	-34	57	91
Defines Strategic Direction & Intent	-33	45	78
Defines Goals & Objectives	-32	59	91
Builds Team Orientation	-31	54	85

Overestimated Capabilities****

	GAP	Percentile SELF	Percentile COMBINED OTHER

GAP: The difference between your self percentile score and combined others percentile score (a positive gap indicates self score higher than others; a negative gap indicates self score lower)

*Strengths/Matched Perceptions: when "Combined Others" score in 3rd or 4th quartile and "Self" score gap within +/- 25 points.

**Challenges / Matched Perceptions: when "Combined Others" score in 1st or 2nd quartile and "Self" score within +/- 25 points.

***Underestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points lower than "Combined Others" score.

****Overestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points higher than "Combined Others" score.

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Involvement

Leader Name

QUARTILE

1st | 2nd | 3rd | 4th

		Self	Combined Other	Other	Peer	Direct Report	Boss
Empowers People	N =	1	14	4	5	4	1
Sees that decisions are made at the lowest possible level.	⊖	27	49	42	94	7	64
Shares information so that everyone gets the information s/he needs.		36	93	82	91	73	87
Creates an environment where everyone feels that his/her effort can make a difference.		38	87	82	85	71	46
Involves everyone in shaping the plans and decisions that affect them.		17	64	82	50	46	55
Ensures that the necessary resources are available to do the job.		47	81	79	53	91	49
Conveys confidence in people's competence to do their job.		83	80	72	64	83	49
Encourages others to take responsibility.		77	64	69	31	65	88
Delegates authority so that others can do their work more effectively.		49	75	55	71	78	58
Builds Team Orientation							
Builds effective teams that get the job done.		47	78	79	58	80	52
Encourages effective teamwork by others.		40	87	76	65	96	47
Knows how to use a team approach to solve problems.		49	86	77	88	67	52
Knows when to use a team approach to solve problems.		52	82	70	90	56	56
Fosters teamwork within the work unit.		42	91	76	79	91	88
Knows how to design work so that it can be done by a team.	⊖	61	52	35	31	93	57
Values the contributions of the people s/he works with.		71	65	47	94	34	34
Acknowledges and celebrates team accomplishments.	⊕	44	96	74	95	82	84
Develops Organizational Capability							
Builds the capabilities of employees into an important source for competitive advantage.		59	55	24	82	67	24
Knows how to utilize the diversity of the workforce.		56	81	75	76	74	59
Coaches others in the development of their skills.		52	69	46	65	76	59
Is sensitive and responsive to diversity issues when dealing with others.		48	71	76	77	24	89
Helps direct reports create realistic development plans and create opportunities for them.	⊖	60	50	61	64	30	23
Uses rewards and recognition to motivate good performance.		59	92	88	82	87	55
Develops his/her own people so that they are ready for promotion.		53	72	79	69	49	64
Builds employee skills so that the organization always has good "bench strength."		57	70	91	38	68	25

NUMBERS DENOTE PERCENTILES |

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Consistency

Leader Name

QUARTILE

1st | 2nd | 3rd | 4th

	Self	Combined Other	Other	Peer	Direct Report	Boss
Defines Core Values N =	1	14	4	5	4	1
Does the "right thing" even when it is not popular.	80	89	81	90	75	40
"Practices" what s/he "preaches."	36	84	68	89	75	35
Has an ethical code that guides his/her behavior.	22	82	56	83	93	25
Helps define the organization's culture, values, and ethical standards.	84	94	82	84	88	86
Helps employees learn to apply the organization's values when dealing with others.	54	95	81	83	93	92
Lives up to promises and commitments.	39	77	66	65	87	35
Has earned the confidence and trust of others.	44	70	64	65	69	39
Clearly articulates a set of fundamental beliefs that are not negotiable.	54	88	77	77	92	46
Works to Reach Agreement						
Helps people to reach consensus, even on difficult issues.	18	62	90	64	31	21
Works to find alternatives that will benefit all when confronted with a disagreement.	17	65	56	49	74	57
Helps people in his/her organization be effective at reaching agreement on key issues.	18	66	58	50	73	59
Incorporates diverse points of view when making decisions.	55	66	84	63	44	19
Promotes constructive discussion among people with conflicting ideas.	56	77	72	62	73	58
Is willing to compromise when necessary in order to reach agreement.	20	67	43	76	64	55
Works toward win/win solutions when disagreements occur.	50	88	81	90	72	53
Reconciles differences by seeking to clarify and understand others' points of view.	50	89	87	87	72	56
Manages Coordination & Integration						
Works hard to foster the alignment of goals across all functional areas.	53	84	79	82	65	52
Builds coordination across departmental boundaries.	52	60	79	58	41	18
Uses informal networks to get things done.	19	72	76	52	73	48
Builds relationships with key people in other functions and levels.	45	54	56	44	53	47
Helps create an environment that facilitates coordination of projects across functional units.	54	71	70	59	70	54
Makes certain that things do not "fall between the cracks."	57	56	55	70	45	20
Builds support for ideas through contact with other departments.	55	53	80	34	52	19
Establishes mechanisms that facilitate effective cross-functional communication.	63	48	62	33	39	61

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Adaptability

Leader Name

QUARTILE

1st | 2nd | 3rd | 4th

		Self	Combined Other	Other	Peer	Direct Report	Boss
Creates Change	N =	1	14	4	5	4	1
Continuously looks for new and better ways to do work.		44	68	84	88	19	51
Encourages creative thinking.		40	82	83	93	29	52
Challenges the way that things have always been done and looks for a better way.	⊖	43	45	67	66	14	51
Champions change that goes beyond the scope of his/her job.	⊖	53	48	84	54	14	58
Challenges organizational practices that are nonproductive.	⊖	49	38	84	47	10	53
Foresees problems before they arise.	⊖	21	40	40	45	41	24
Serves as a model that creates change in other parts of the organization.		67	77	86	65	56	66
Generates innovative ideas and solutions to problems.		58	83	73	75	72	92
Emphasizes Customer Focus							
Encourages direct contact with customers.		12	94	81	95	84	43
Responds quickly and effectively to customer feedback.		45	79	81	90	40	39
Ensures that employees have a deep understanding of customer wants and needs.		49	84	86	94	35	51
Uses customer comments and recommendations to change organizational practices.		57	87	88	95	34	53
Actively seeks feedback from customers.		28	85	72	88	73	56
Continuously tries to improve service to customers.		42	89	81	91	74	42
Incorporates customer input into the planning process.		54	78	78	68	69	50
Recognizes the need to respond quickly to customer concerns.	⊕	78	96	78	95	94	35
Promotes Organizational Learning							
Deals constructively with failures and mistakes.		57	80	75	93	42	54
Views failure as an opportunity for learning and improvement.		48	84	90	96	21	54
Creates a working environment in which learning is an important objective.		47	87	88	72	81	52
Openly accepts criticism without being defensive.	⊕	34	95	89	96	64	91
Works well under conditions of ambiguity and uncertainty.		61	87	83	96	44	58
Knows the strengths and weaknesses of the competition.		62	84	79	89	52	58
Encourages others to learn about the best practices in the industry.		56	85	86	58	79	58
Helps others to understand "the big picture."	⊕	44	95	85	95	61	92

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Mission

Leader Name

QUARTILE

1st | 2nd | 3rd | 4th

		Self	Combined Other	Other	Peer	Direct Report	Boss
Defines Strategic Direction & Intent	N =	1	14	4	5	4	1
Provides employees with a clear mission that gives meaning and direction to their work.		60	74	60	77	75	18
Implements strategies by developing clear goals, objectives, and tactics.		59	80	83	60	74	57
Focuses on long-term strategies, rather than quick fix "band-aid" solutions.		22	54	25	72	72	20
Effectively allocates resources in line with strategic priorities.		58	71	84	75	47	17
Helps define strategies and tactics that keep his/her organization competitive.		58	79	73	85	57	57
Has a clear strategy for the future of his/her own part of the organization.	⊖	55	43	38	72	23	22
Is able to meet short-term demands without losing sight of the long-term strategy.		16	85	81	91	68	15
Communicates a clear and compelling rationale for the business strategy.	⊕	61	97	82	91	97	60
Defines Goals & Objectives							
Sets clear goals that are ambitious, but realistic.		54	75	40	85	85	17
Holds individuals and teams accountable for achieving goals and objectives.		52	67	52	69	64	53
Provides clear directions and priorities for employees.	⊕	53	96	81	95	93	52
Establishes high standards of performance.		43	93	82	92	88	44
Involves employees in the goal-setting process so goals & objectives are understood & shared.		56	86	89	63	84	20
Tracks progress against stated goals.		57	80	87	40	84	53
Effectively communicates the goals and objectives of the organization.	⊕	57	95	88	83	93	55
Aligns goals and objectives with the strategy and vision.	⊕	56	95	89	83	93	55
Creates Shared Vision							
Helps create a shared vision of what this organization will be like in the future.	⊖	58	45	59	77	13	24
Communicates the organizational vision to his/her employees.		57	93	82	84	84	93
Uses the vision to create excitement and motivation for employees.	⊕	64	97	85	96	90	66
Realizes short-term goals without compromising long-term vision.		57	81	84	76	74	16
Organizes work so that everyone sees the connection between the vision and daily activities.		67	81	91	70	59	64
Translates the vision into reality in a way that helps guide individual action.		68	77	83	82	59	25
Inspires others with his/her vision of the future.		67	57	78	72	22	31
Engages others in ways that ensure buy-in and commitment.		59	79	75	66	77	59

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Leader Name

High and Low Line Item Scores (Based on Combined Other)

Highest Scores

97	Communicates a clear and compelling rationale for the business strategy.
97	Uses the vision to create excitement and motivation for employees.
96	Provides clear directions and priorities for employees.
96	Acknowledges and celebrates team accomplishments.
96	Recognizes the need to respond quickly to customer concerns.
95	Openly accepts criticism without being defensive.
95	Effectively communicates the goals and objectives of the organization.
95	Aligns goals and objectives with the strategy and vision.
95	Helps employees learn to apply the organization's values when dealing with others.
95	Helps others to understand "the big picture."

Lowest Scores

38	Challenges organizational practices that are nonproductive.
40	Foresees problems before they arise.
43	Has a clear strategy for the future of his/her own part of the organization.
45	Challenges the way that things have always been done and looks for a better way.
45	Helps create a shared vision of what this organization will be like in the future.
48	Champions change that goes beyond the scope of his/her job.
48	Establishes mechanisms that facilitate effective cross-functional communication.
49	Sees that decisions are made at the lowest possible level.
50	Helps direct reports create realistic development plans and create opportunities for them.
52	Knows how to design work so that it can be done by a team.

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Leader Name

What do you consider this person's greatest strength as a leader?

Verbatim open-ended comments shown here.

What are some of the ways in which this person could be a more effective leader?

Verbatim open-ended comments shown here.

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