



360

LEADERSHIP

ASSESSMENT

REPORT

Sample Report

07/08/2023

ABOUT THIS REPORT



WELCOME TO THE LAUNCH 360° LEADERSHIP ASSESSMENT SURVEY REPORT

Your 360 report provides you with specific, practical, and immediately applicable suggestions for continuing your development.

WHAT WAS MEASURED

This report covers 5 areas that have been attributed to effective leadership. Communication, a competency needed for leadership at all levels, is further explored. Of course, there are other behaviors that can be critical to success in an organization. This report is only meant to measure those we consider most important.

HOW TO READ THIS REPORT

The following pages show your own rating against other participants. Looking at similarities in ratings or how they differ can help you determine which areas of development you should consider focusing on.

WHAT DO I DO NEXT?

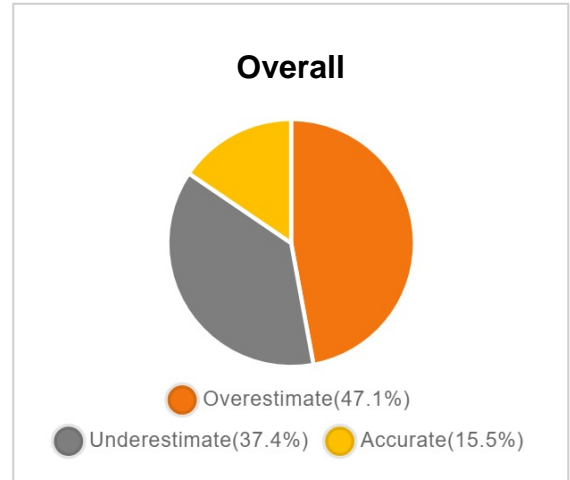
Each section of this report gives you some key tips to practice. Since we cannot change everything at once, focus on 1 or 2 key areas you would like to change. After reading the report, go to the section called "Self-Reflection & Planning Guide".

ASSESSMENT STATS

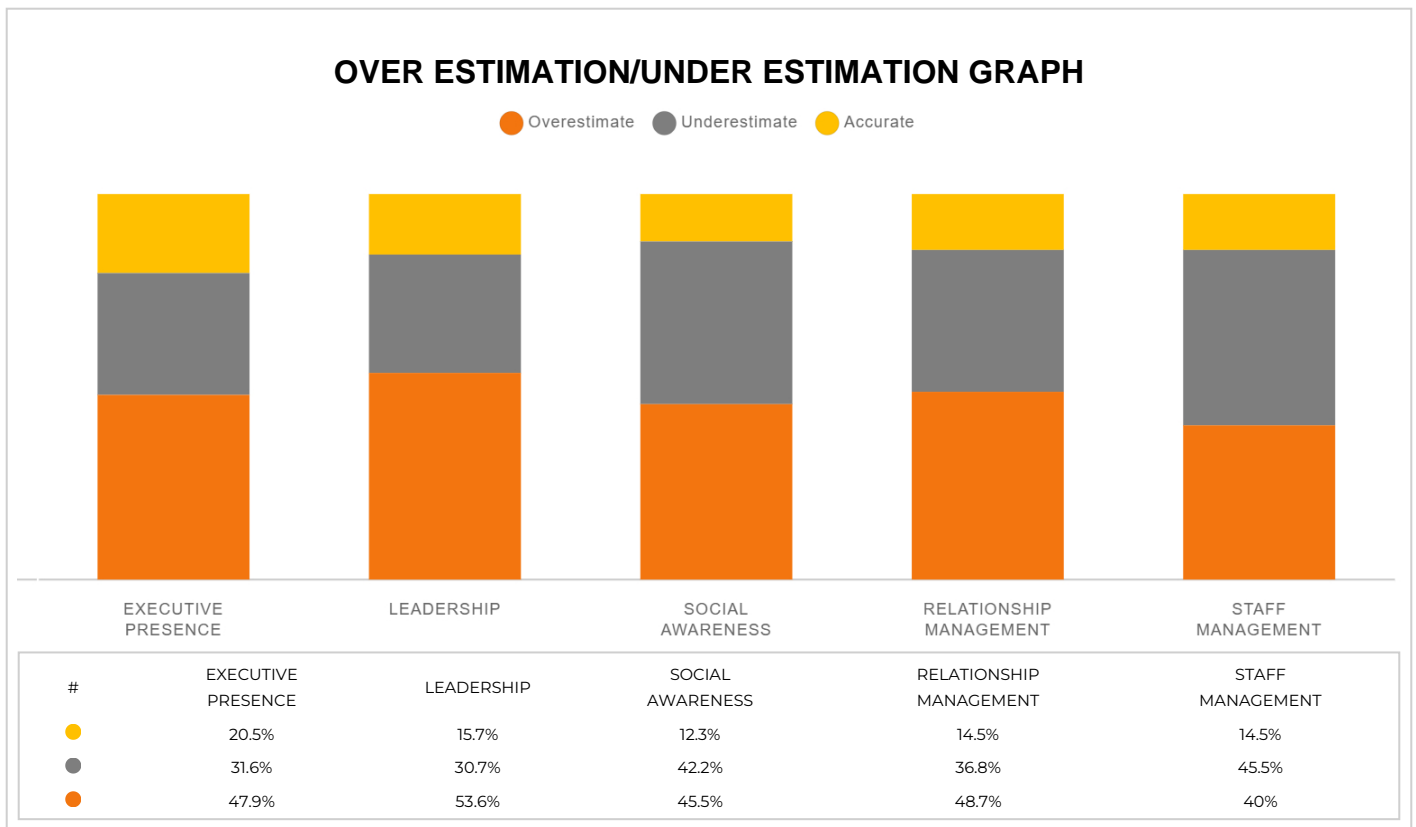
Number of people who responded: 18

Number of people invited: 18

Your response rate: 100%



OVER/UNDER ESTIMATION

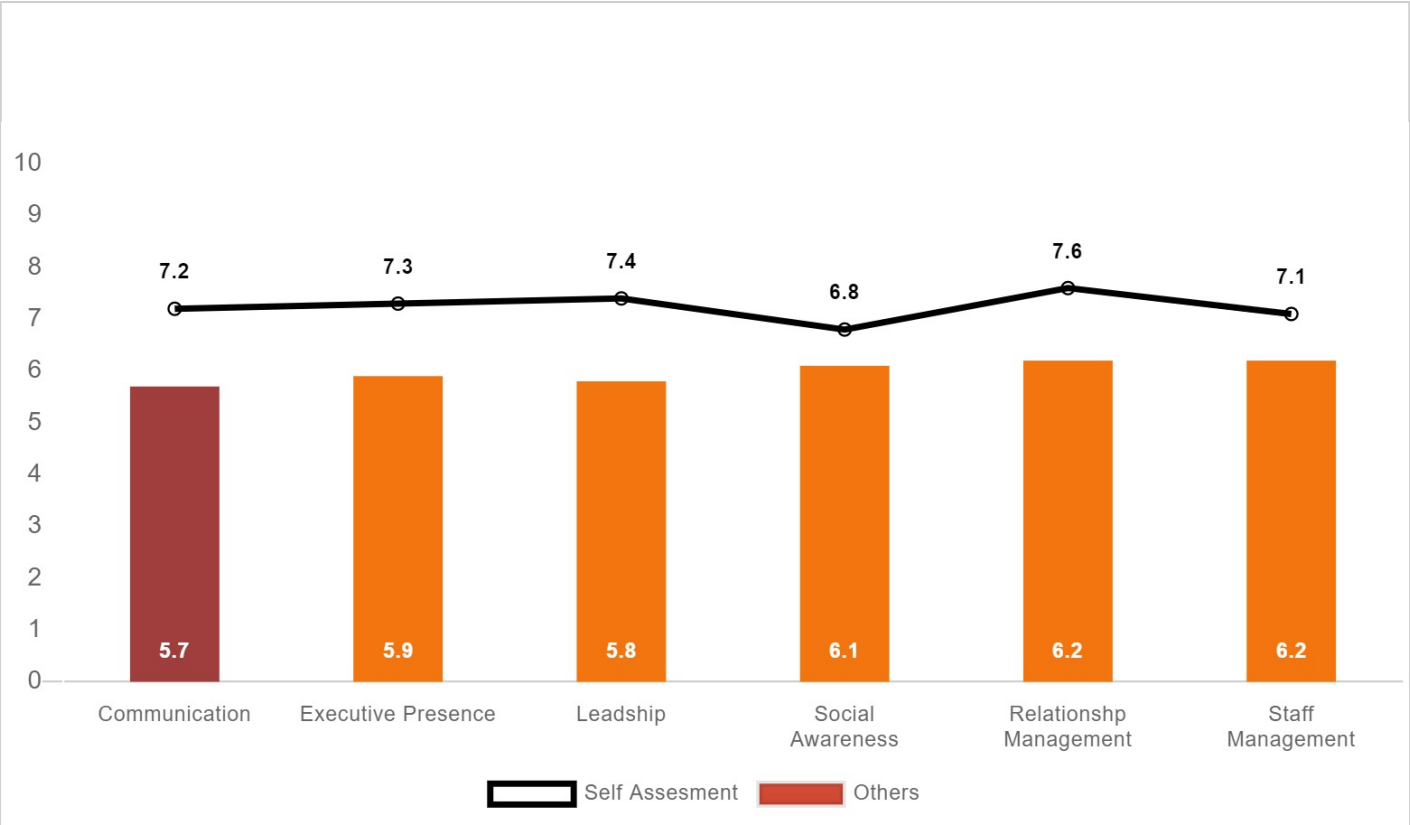


SKILLS ASSESSMENT BY TYPE

The graphs on the following pages summarize the difference between your self-assessment rating and the rating from reviewers in each of the areas we measured.

A differential of 1.5 or more is statistically significant and means that your own perception of your skill does not match how others view you.

SUMMARY OF DEVELOPMENT RESULTS





***WHY DON'T YOU SEE
COMMUNICATION AS ITS OWN
CATEGORY IN THIS LEADERSHIP
ASSESSMENT?***

Research has shown that one of the key competencies in effective leadership is the ability to communicate at all levels... from voicing strategy and mission to describing work tasks that need to get done. Your success as a leader lies in your ability to morph your communication technique to reach the audience it is intended for.

In this assessment, within each category, you will see specific questions designed to measure communication effectiveness.

These questions play a dual role: they help measure the direct category they are assigned to and they create a 6th category (Communication) that is further explored in this report.

Executive Presence

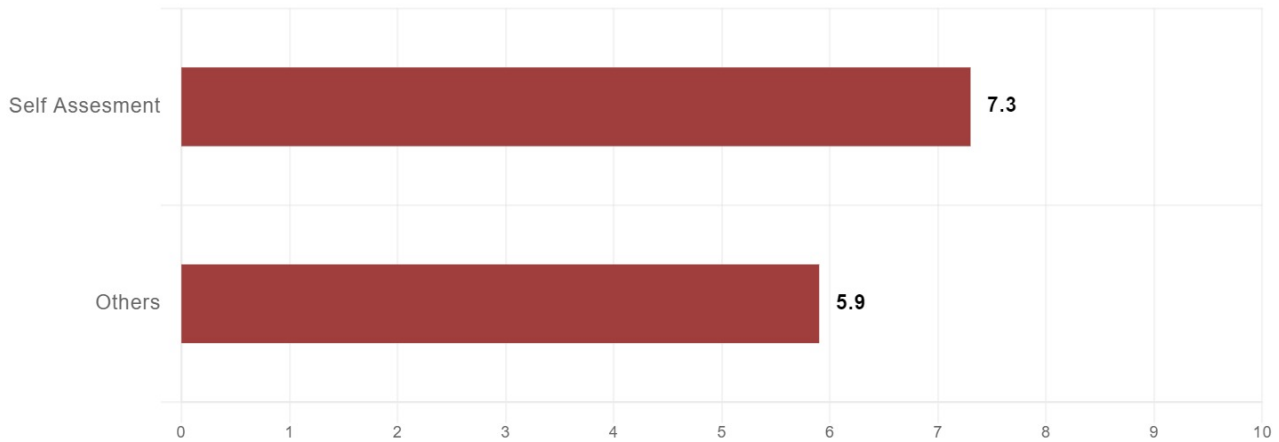
Executive Presence is the quality within a leader that makes those around them feel that they are in control, confident, willing & able to lead others.

1. **Have a Vision, and Articulate it Well.** One of the most important parts of inspiring confidence is having a compelling vision of what you're working to accomplish. It should be appropriate in scale for your level of seniority, and you should be able to communicate your vision clearly in any circumstance, whether it's a three-minute elevator ride with a senior executive, an offsite with your team or a dinner with important stakeholders. Be clear, present, strong, and project an action-oriented impression. Rather than saying "I was wondering" or "Perhaps," say "I believe" and "My plan is this."
2. **Build Your Communication Skills.** Good leadership is ultimately about communication, and people with great executive presence are excellent communicators. Get feedback on your communication. You need to be an excellent communicator across every medium — in-person, written or virtually — and in every situation.
3. **Cultivate your network and build political savvy.** Recognize that company politics exist everywhere. Companies are composed of complex relationships and there will sometimes be a diversity of opinions and competing agendas. People with strong executive presence are good at cultivating a network of relationships and developing the political influence to move challenging situations in a positive direction.

4. **Adversity Quotient.** How do you operate under stress? Do you ever appear rushed, flustered or overwhelmed? Do you lose your patience, or do you have a reputation for being temperamental? Many people make the mistake of believing that looking incredibly rushed or busy indicates their value to the organization. It doesn't -- it just indicates that they're frantically busy, and perhaps that they can't be trusted with any more responsibility. No one wants to see a leader who's overwhelmed. People with good executive presence present themselves as calm, even-keeled, composed, well-prepared and in control at all times. That inspires the confidence that they're ready to take on even more.

5. **Appearance.** Let's be honest, we're judged on how we look as a professional. The standards may differ according to the industry and organizational culture. As Malcom Gladwell writes in his book, *Blink*, visual appearance makes a first impression, and first impressions are powerful. Don't slouch or show any signs of nerves. Don't cross your arms or appear closed in demeanor. Lift your chin up, lengthen your neck, and ensure your shoulders are aligned with your body rather than too far behind or forward. You want to ensure that your first impression inspires confidence. Pay attention to your clothing choices, what you carry into the meeting room with you and make sure there's nothing about your appearance that will distract from the impression you want to leave.

Executive Presence



Differential: -1.4

Question	Other reviewers rating	Self-assessment rating
Comfortable bringing new thoughts, ideas and innovations forward; shares creative, "out of the box" ideas to push the objective forward	5.7	8.0
Demonstrates a put together work area and personal appearance	6.3	7.0
Demonstrates through the way they speak, behave and engage that they believe in themselves and their abilities	6.4	8.0
Exemplifies Gravitas (Seriousness in bearing, thoughtful and dignified behavior)	6.7	8.0
Handles Questions with Confidence & Authority	5.8	7.0
Speaks and listens in ways that move the discussion forward	5.4	7.0
Makes intimidating goals seem realistic and achievable	5.2	7.0
Stands their ground when challenged, and presents coherent arguments for why they see things as they do	5.6	7.0
Understands the audience/tailors explanations based on the audience	5.7	7.0

Responder's comments regarding this skill section. Feel free to give examples of behavior or suggest improvements:

- XXXX always comes across as reflective when you speak with him. I feel he doesn't make snap decisions but considers his answers which makes me value his input.
- XXXX is extremely professional, and easy to talk to. He knows how to speak to people and his team gets things done efficiently
- I think there's work to be done here in moving beyond factual policies and thinking dynamically in a changing environment and showing colleagues that he's willing to do so rather than just defend policy.
- Will identify problems and bring forth novel solutions to those problems, but needs help with getting those ideas implemented or even communicated to others
- XXXX is good listening and discussing points with team members but there are many times where the decision isn't clear or his answer seems vague and things seem to linger in limbo longer than they should. For example a direct report that was underperforming bounced around between other direct reports in a buddy system for several months before being moved to PIP. Another example is letting his direct reports handle account coverage for open territory as it came up, rather than deciding on and communicating a plan
- XXXX needs to work on clarity of his messaging and tailoring the details based on his audience. He is an expert in his area but tends to sometimes over explain/give too much detail in bigger setting with executives which then lead to confusion and lack of clarity and confidence. Also he should try to demonstrate more empathy with his sales counterparts. Support is part of the same organization and sometimes we might need to bend the rules a bit to drive sales.
- He can work on articulating his thoughts clearly and concisely, using a confident tone and appropriate vocabulary.

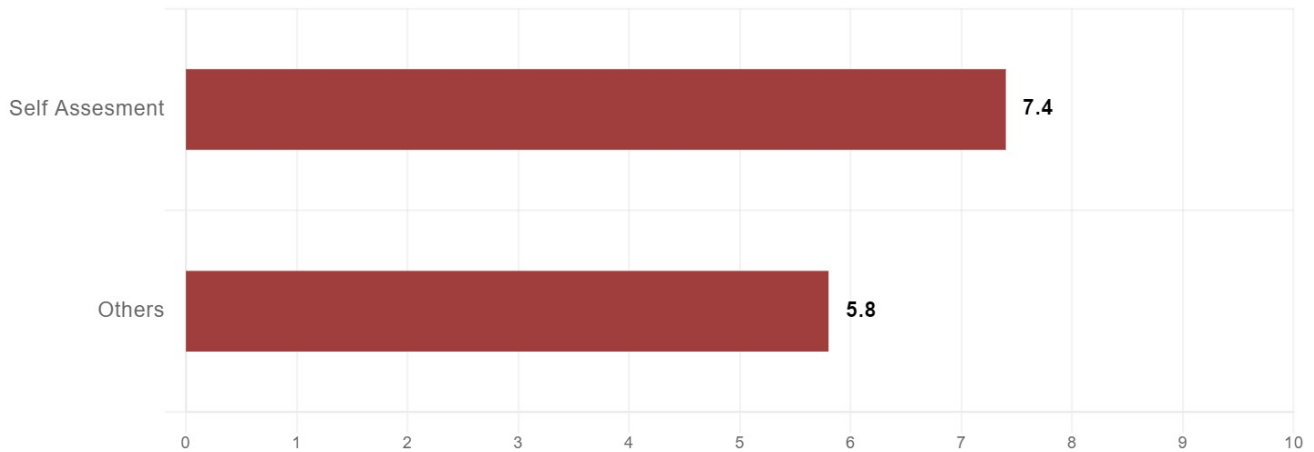
He comes across as very casual and does not speak up with opinions

Leadership

Leadership is defined by making definitive decisions, acting strategically, demonstrated expertise in their functional area and ability to quickly pivot with business conditions.

1. **Build Up Your Change Management Skills.** Change within a company is a part of a business's growth and overall success. Your company will not succeed if it is not constantly evolving. As a leader in the organization, your ability to message and lead through change will ensure early adoption by your team. Remember the major steps of change: Acknowledge and Message, Plan, Implement with training and Reinforce.
2. **Take Time to Train.** Just because you are leading the team, doesn't mean you are an expert in the functional area. Make sure you have the functional expertise to lead your team. Review the tools, keep current on industry changes, and sit in on some of the more technical meetings. You may be surprised how effective your decision making can be (and how confident your staff will be in your decisions), when you know the details impacted by your requests.
3. **Get the Facts. Make Your Decision.** Many people struggle to find the balance of when is "too much" data, too much. Make sure you are hearing from the right stakeholders, ask probing questions and give time for investigation. Ask, "What happens if...". From there- make your decision and try to stick with it. It is difficult for teams to follow leaders whose decisions seem to be swayed based on the last person they talked to.
4. **Think About the Future.** Think about the "after" state. We all get caught up in the immediate necessities of the job. The sign of a true leader is someone who is constantly thinking about the future state. Take five minutes every week and ask yourself- what could my team be doing more effectively, what efficiencies can we gain, how can we help other parts of the business? Take time to understand the larger picture of what is happening in your organization and the company as a whole...and make sure to bring that message back to your team. You want to be seen as a forward-thinking leader.

Leadership



Differential: -1.6

Question	Other reviewers rating	Self-assessment rating
After a discussion with him/her, everyone is clear about direction and next steps	5.2	6.0
Acts strategically	5.4	6.0
Conveys a clear vision of the business unit or company's future	5.4	8.0
Demonstrates the ability to control/lead a meeting	5.7	8.0
Embraces change early on	5.9	8.0
Is passionate about their work	6.7	8.0
Makes decisions based on facts and data	6.5	8.0
Able to make tough decisions in a timely manner	5.5	7.0
Manages effectively across organizational groups (i.e. function, geography, business unit)	5.5	8.0

Responder's comments regarding this skill section. Feel free to give examples of behavior or suggest improvements:

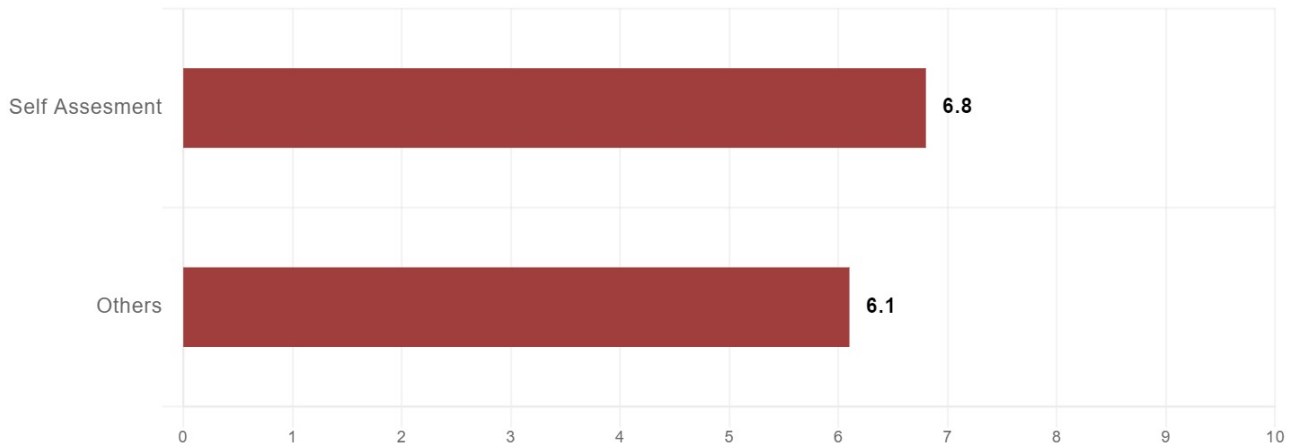
- XXXX could improve on his ability to provide clear and concise guidance for the team and his expectations with definitive answers.
- XXXX is a good leader, his team gets things done efficiently. He definitely can lead people, set goals and motivate his team. He is a person to look at as a positive leadership role model!
- I think embracing change and a dynamic organization is a big area of work. Exhibiting empathy across groups has been lacking, though we know XXXX is a great and nice person.
- Works very well across multiple teams across the organization on a global scale, including sales, product management, and support. Needs to work on empathy across some teams and how to work more strategically
- Leads from the front but can occasionally leave team members in the dark (most likely due to things he is not allowed to share). More transparency, when it is an option, would be great.
- See comments before re. lack of clarity and direction on messaging. Definitely an area of improvement. XXXX should work on how quickly he responds to emails. Partially it's due to workload but also it might be a lack of organization. Should focus more to identify what's strategic and urgent and what might not be to be able to respond accordingly.
- XXXX needs to be more comfortable pushing back on other teams. He has good relationships in this office but I work remote and feel like he "forgets" about me
- Can be resistant to change

Social Awareness

Social Awareness is the ability to take the perspective of others and to understand social norms for behavior.

1. **Look for Clues.** This may be one of the hardest things to teach. The ability to cue into others emotional state, or hear what they really mean (versus what they may be saying) is often referred to as emotional intelligence. Research shows that 90 percent of top performers are high in emotional intelligence. For example: note non-verbal cues like lack of eye contact, pursed lips or tapping of a pen on the desk. These all could indicate the emotional state of the individual.
2. **Know When to Speak...and When Not To.** Self-regulation refers to how you manage your emotions, behaviors, and impulses. The more self-aware you are, the easier this becomes; if you can recognize what you're feeling and why, you can respond appropriately. Tips:
 - **Pause Before Responding:** Give yourself time to stop and think before immediately replying. This could be as simple as taking a deep breath and allowing for a 20-second pause so that your feelings get out of the way of your thoughts.
 - **Take a Step Back:** Sometimes, you might need to leave the room, and that's OK. It's often better to take a walk, drink some water, or call a friend than to make a snap judgment, send a scathing email, or lash out at your team.
3. **The Buck Stops with You.** You are the leader of the team and leaders do not toss others under the bus. Whether you are doing this on purpose (i.e., "It's not my fault and I'm going to let everyone know that") or whether it's passive aggressive, this is not a good look on any leader and often does not gain you the respect of your own senior leaders.
4. **Be a Role Model.** When others see you speaking calmly in times of crisis, listening with empathy, being playful or not rising to the bait of an upset colleague or customer- they will behave the same.

Social Awareness



Differential: -0.7

Question	Other reviewers rating	Self-assessment rating
Admits to his/her shortcomings.	4.9	7.0
Able to manage/regulate their emotions when upset.	6.4	8.0
Takes responsibility for when there is an error/things don't go well (does not blame others)	6.1	7.0
Manages stress well.	6.1	5.0
Is aware of their emotions as they happen	6.1	5.0
Able to "hold their tongue"/not act when it will not help the situation.	6.5	7.0
Understands how others influence their emotional state	6.0	5.0
Hears what the other person is 'really' saying. Listens to others with the desire to understand their perspective	6.0	8.0
Is open to feedback.	6.5	8.0
Notices other people's feelings/ Picks up on the mood in the room.	6.1	9.0
Recognizes how their behavior affects others.	6.0	6.0

Responder's comments regarding this skill section. Feel free to give examples of behavior or suggest improvements:

- It is not always easy to read XXXX's feelings but he is good at understanding the feelings of others
- XXXX has a wonderful laid back personality but that means sometimes hearing and supporting a person when they are overwhelmed is not taken with the same intensity that is necessary to help the individual. I'm not sure that he has ever been open to feedback or asked what how he can change to better support direct reports.
- I think he is very emotionally aware and able to pick this up. It enables him to understand when he needs to act.
- XXXX is very outwardly level-headed but building the impression of true empathy could be an area of work.
- It was recently brought to my attention that there are certain situations where I can express more empathy to colleagues instead of toeing the company line. It has been noted that I am very calm and collected, especially in high stress situations and I do not let emotions overtake a situation
- Definitely aware of others views and opinions even when not stated directly. I have never seen emotion factor into any decision or comment he has made.
- XXXX is level headed and does not let on things when he's upset. That's definite plus for him. But it can also be perceived as lack of enthusiasm at times. This in combination with lack of clarity of messaging and direction can be deadly combo since people will feel that there is no follow through and action from him. This can then lead to lack of trust. He is very open for feedback but can sometimes get defensive or jump into the why for justifying his behaviour on the spot (I think it's unconscious). But good to be aware of and look out for it. Also, it might cause others to hesitate to give him feedback because they think he will not be open to it which is not accurate.
- He is pretty open to feedback He is very quiet and I never know what he is thinking. He can get uncomfortable and I think he avoids conflict
- Wears his emotions on his face. I know when he is unhappy or frustrated

Relationship Management

Relationship Management is defined by the mutual engagement of 2 people in an organization, especially regarding how conflict is handled.

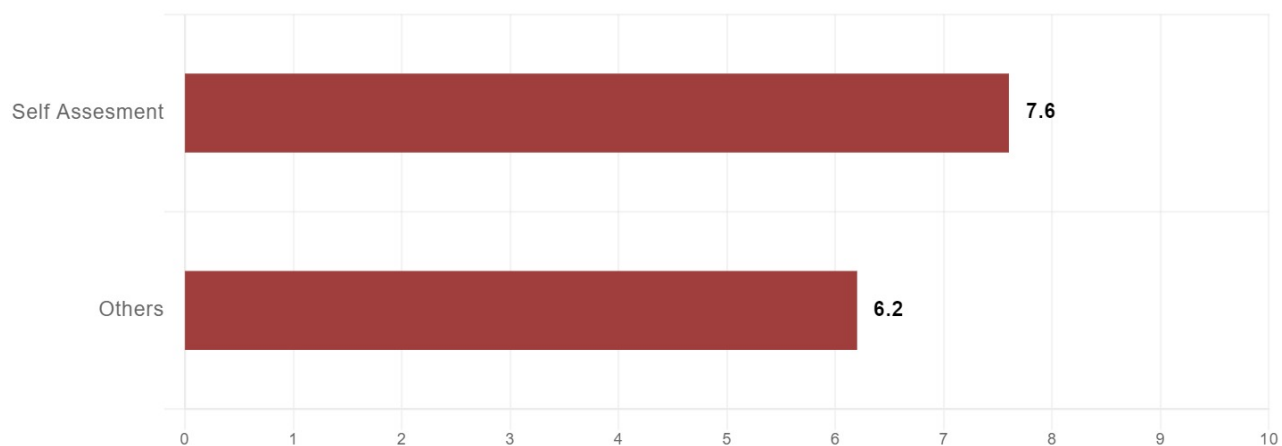
1. **Build Your Network.** Building your team of “go to” contacts can help you tremendously. It may be the need for a resource name, the ability to quickly ascertain what is happening in the market space, a contact at your company who you can go to when you need to get something some quickly (or quietly). Never underestimate the power of building your network. And when conflict does arise, having built allegiances will help drive to consensus.
2. **How to Manage Conflict:** Conflict is a part of our lives personally and professionally, and conflicts are a natural part of working with other people. Finding out the source of a conflict is the key to solving it. Then stay calm and focus on the common goal and try to separate the person from the problem. Use active listening skills and help others resolve conflict by focusing on the issue, not the person involved. Then share your opinion using neutral language. Try to reflect and recap what you’re discussing. Many leaders fall into one of these conflict management resolution styles:
 - **Collaborative:** This style puts the relationship above the problem
 - **Avoidance:** Delays addressing the issue indefinitely
 - **Competing:** Prioritizes the outcome over the relationship

Your role as a leader is to find a way to use compromise as your resolution style:

- **Compromising:** This style of conflict management puts equal weight on both the relationship and the outcome. The goal is for both parties to feel somewhat satisfied with the outcome.

3. **Continue to Build Your EQ.** How we respond to others, regulate our emotions and “show up” at work is a core component in your emotional intelligence. Self-awareness, self-control, empathy, ability to inspire others to action, and your social skills all play into your EQ. One key way to develop your emotional intelligence is by acknowledging areas that might be “blind spots”. Sometimes simply being made aware of how you come across to others begins the process of building your EQ. Make sure to review the results of this 360 Assessment and focus on areas where you scored yourself differently than others.

Relationship Management



Differential: -1.4

Question	Other reviewers rating	Self-assessment rating
Able to adapt communication style to situations and individuals so as to optimize productivity and efficiency.	5.9	7.0
Builds strong relationships with direct reports	5.9	8.0
Builds strong relationships with peers	6.5	8.0
Builds strong relationships with those more senior	6.2	8.0
Willing to directly address people in difficult situations.	5.6	6.0
Handles conflict effectively.	5.5	7.0
Shows respect for the ideas and opinions of others	6.8	8.0
Acts sensitively to other person's needs/feelings to have a successful interaction.	6.5	8.0
Tolerates frustration without getting upset	6.5	8.0

Responder's comments regarding this skill section. Feel free to give examples of behavior or suggest improvements:

- XXXX needs to be more direct and clear on his expectations and guidance for direct reports. I think XXXX can improve on handling conflict and making the other parties feel heard, understood in order to find the appropriate resolution, rather than "digesting" it and forgetting to follow-up.

Has good relationships, solid guy. I think he does care if people on his team are not happy, but he avoids the conversation

Avoids conflict. I don't think he stands up to other leaders to avoid inappropriate deadlines for our team

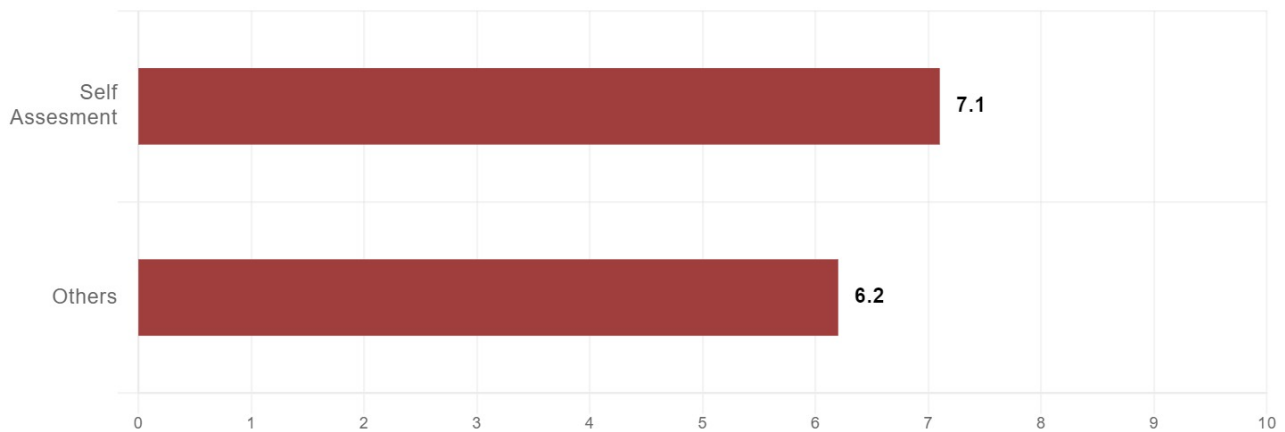
Staff Management

Staff Management focuses on areas where you, as a leader, give work direction & feedback, as well as a focus on overall performance management.

1. **Say Good Job.** We all get caught up in the day to day, or we wonder why we are praising someone simply for doing their job? It's human nature to want to feel valued by those we respect. A simple, "this looks great" can go a long way. Giving praise in front of others is even better!
2. **Talk About Goals.** How often do you meet with your staff individually? Hold regular 1 on 1's to discuss issues beyond the day to day. Most managers say, "I talk to my staff daily". And that may be true- but you need to set aside time to talk about future facing goals, review successes (or failures), larger picture items and not simply a review of that day's work. Set clear expectations for performance and help your staff craft realistic goals that challenge them to stretch. Have conversations individually and as a team about what the organization's strategy and objectives are.
3. **Be Involved.** It's normal for managers to feel so overwhelmed with their own work, or engaged in senior level meetings regarding company-wide initiatives, that they often feel disconnected to their team's individual work. It's common to hear from employees that they believe their manager does not know what their everyday job looks like or their challenges for resources or time. So, fix that. You don't need to know every nuance on how to do a staff members work, but make sure you are meeting regularly and asking probing questions:
 - Do you think there is a way you could do this more effectively (and if so, what do you need from me/the company to get there)?
 - What's the biggest frustration you're having this week?
 - What's taking up most of your time right now?

Note: these are more open-ended questions that can certainly relate directly to a task, but allow your employee to stop and think for a moment about areas where they might need to get you engaged.
4. **Idea Collaboration.** Instead of spoon-feeding ideas to your team, encourage them to collaborate and brainstorm with you. This will help incubate ideas while simultaneously encouraging your employees to sharpen their critical thinking skills. Inspire your employees to not just work for you, but with you.

Staff Management



Differential: -0.9

Question	Other reviewers rating	Self-assessment rating
Conveys appreciation often enough to make others feel valued.	6.4	9.0
Values employee's ideas and perspective	7.4	8.0
Delegates work appropriately	5.4	7.0
Demonstrates functional expertise in their area	7.0	7.0
Does not get pulled into the weeds	6.8	7.0
Holds people accountable for performance	5.8	6.0
Provides others feedback in a timely and constructive manner	5.0	6.0
Communicate clearly, concisely, and accurately to set clear goals for their direct reports	5.2	7.0
Is always available for coaching and counseling	6.2	6.0
Gives employee opportunities to develop and grow.	7.0	7.0
Shares with direct report the information they need to successfully do their job.	5.8	8.0

Responder's comments regarding this skill section. Feel free to give examples of behavior or suggest improvements:

- XXXX had a bandwidth issue last year, where even some of the reports felt as though they were disturbing XXXX if they had pressing matters.

Note: For this category, only Direct Reports and Self-Assessment are reported

Communication

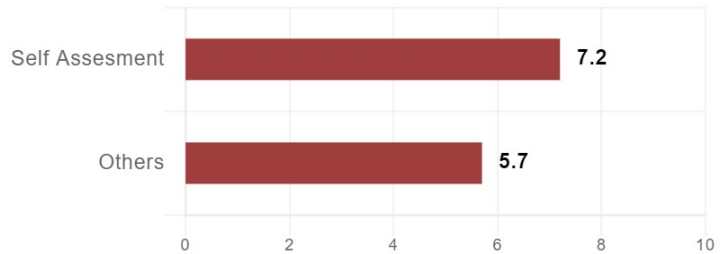
OVER/UNDER ESTIMATION GRAPH

● Overestimate(48.6%)
 ● Underestimate(36.6%)
 ● Accurate(14.8%)



COMMUNICATION

Communication



Differential: -1.5

Question	Other reviewers rating	Self-assessment rating
Handles Questions with Confidence & Authority	5.8	7.0
Speaks and listens in ways that move the discussion forward	5.4	7.0
Stands their ground when challenged, and presents coherent arguments for why they see things as they do	5.6	7.0
Understands the audience/tailors explanations based on the audience	5.7	7.0
After a discussion with him/her, everyone is clear about direction and next steps	5.2	6.0
Conveys a clear vision of the business unit or company's future	5.4	8.0
Hears what the other person is 'really' saying. Listens to others with the desire to understand their perspective	6.0	8.0
Able to adapt communication style to situations and individuals so as to optimize productivity and efficiency.	5.9	7.0
Shows respect for the ideas and opinions of others	6.8	8.0
Provides others feedback in a timely and constructive manner	5.0	6.0
Communicate clearly, concisely, and accurately to set clear goals for their direct reports	5.2	7.0
Shares with direct report the information they need to successfully do their job.	5.8	8.0

WEAKEST & STRONGEST SKILLS



These are the areas that others rated you as succeeding at. This is indicated by a score of 7 or higher.

- This is a real strength area. Look for actions to develop this skill.
- This skill comes naturally to you. Trust your instincts.
- This is an exceptional skill for you and others take note of how you execute in this area
- Can any of us be perfect? This score indicates that others feel you epitomize this skill set!



These are the areas that others rated your need for development. This is indicated by a score of 4 or lower.

- You may really be struggling in this area and others would note you as unsuccessful in this area.
- You are very junior in building this skill set. Work with your manager for feedback directed to building this skill.
- You may have had a few successes in this area, but others feel this continues to be a weakness.
- You are not quite reaching a moderate success level, but you have demonstrated some ability in this area.

RESPONDERS OVERALL COMMENTS

IF YOU WERE TO PRIORITIZE AREAS FOR DEVELOPMENT, NAME THE ONE THING THIS EMPLOYEE SHOULD FOCUS ON:

- Strategic planning
- Developing skills to effectively influence higher management
- Projecting empathy and showing he can be dynamic as the situation calls for it.
- Communication strategic goals to the wider organization.
- prioritization
- Downward communication and transparency. Adding the "why" to the who, what, where, and when.
- Clarity of messaging and direction. Organization so he can be prompt in replying
- Focus on opening up

NAME 3 ADDITIONAL IMMEDIATE ACTIONS THE EMPLOYEE COULD TAKE TO IMPROVE THEIR PERFORMANCE IN THE AREAS WE HAVE ASSESSED. THIS COULD BE A NEW BEHAVIOR THEY SHOULD BEGIN TO MODEL, OR A BEHAVIOR THEY SHOULD IMMEDIATELY STOP:

- Proactively engage relevant departments, ask more questions, and share more data.
- 1. I think just this 360 to be more self-aware of how he projects himself 2. Actively work to meet goals versus defend policies, or at least project that 3. Emphasize his natural kindness and congeniality, which seems to sometimes get buried.
- 1. Prioritization - XXXX has had a lot on his plate, but there are many times when most things feel unfinished or delayed on follow-up. This has also been felt by his direct reports where they feel unsupported 2. Direct feedback - I don't feel like I get direct feedback from him as a peer, but I hear about it instead through others. ie when he has felt like I have not informed him or included him in decision making 3. apply more business sense - does this help a sale? cost/benefit? correct audience to give certain updates to - how will they receive it, what will they do with this info? Risk/reward of putting more months of effort into trying to train someone that was clearly not the right fit
- Implementing ad hoc teams calls to fully discuss a topic could be more efficient than of getting pieces at a time via chat or email
- Lead by Example prioritize clear and transparent communication with their team, ensuring that expectations, goals, and feedback are conveyed in a concise and constructive manner. Provide timely and specific feedback to their team, recognizing their achievements and offering guidance for improvement.

EVALUATOR **CATEGORY PARTICIPANTS**

This assessment was designed to ask participants certain questions based on their role in relation to the person being assessed:

Executive Presence:

Senior Leader, Peer

Leadership:

Senior Leader, Peer, Direct Report/Staff

Social Awareness:

Senior Leader, Peer, Direct Report/Staff

Relationship Management:

Peer, Direct Report/Staff

Staff Management:

Direct Report/Staff

Self-Assessor's answer questions within each category.

SELF REFLECTION AND NEXT STEPS

The comments provided on the above pages are included verbatim without identifying the rater to ensure confidentiality. Compare the open-ended comments provided with the graphs from each section and other information provided in this feedback report.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on changing those specific behaviors to enhance your overall leadership effectiveness.

Ask yourself:

- Are the comments consistent and reinforce the other feedback you have received?
- Do they add any new information or insight about your performance and effectiveness?
- Do you see any trends across the open-ended comments?
- How can you leverage your strengths?
- What areas are you committed to focus on as part of your leadership development plan?

CHOOSE YOUR TOP 3

It's easy for people receiving this feedback to assume they need to think about solutions for all of the areas that could be improved.

But if you review all of the feedback in minute detail, you will spend less time thinking about the areas that really matter.

Even worse, if you make a plan to improve EVERY area, then you will often start with the easy tasks rather than the most important ones.

That is why this assessment was developed to highlight your weakest skills and asks your colleagues to help you determine the key areas to focus on in the verbatim sections. The goal is to focus on the 2-3 areas that matter the most. It's then much more likely that you will see a big impact from any action you take.

The Development Planning Guide Worksheet on the next page will assist you in developing the skills you have identified based on the results of your Launch 360 Leadership Assessment. As you begin work on your development planning, consider the following:

- Focus on a single specific area
- Use the recommendations in your report as a basis for your plan
- Keep your plan simple and put it in writing
- Define how you will monitor and evaluate progress

