

Results. Leadership 360°

Prepared for: Sample
Sample Company

Individual Assessment
July 23rd, 2025



Table of Contents

Introduction	3
Results Summary	4
Detailed Results by Pillar	
Self-Aware & Authentic	5
Strategic Vision	7
Empower & Enable	9
Leadership Communication	11
Leadership Processes	13
Open Ended Responses	15
Pillars Ranking	17
Feedback Action/Development Plan	18

ABOUT YOUR RL360 REPORT

The Results Leadership 360 (RL360) assesses the frequency of 40 specific leadership behaviors using a 7-point scale. These behaviors are grouped under **The Five Pillars of Leadership**, with eight statements associated with each pillar.



Both you and the observers you selected rated how often you demonstrate these key leadership behaviors.

Response Scale	1 - Strongly Disagree 2 - Disagree	3 - Somewhat Disagree 4 - Neutral	5 - Somewhat Agree 6 - Agree	7 - Strongly Agree
-----------------------	---------------------------------------	--------------------------------------	---------------------------------	--------------------

This report presents your RL360 self-assessment responses alongside feedback from your observers. Observers are categorized into four groups: Manager, Direct Reports, Peers, and Other. Responses are categorized as "Other" when there are insufficient responses in the Manager or Peer categories to ensure anonymity. The Observer Average represents the average of all observer responses, including those from your Manager.

13 Total Respondents			
1 Self Assessment		1 Manager	
3 Direct Reports		8 Peers	

THE RL360 DATA SUMMARY

The next page summarizes your RL360 responses for each leadership Pillar. The Self score shows the total of your own responses to the eight statements in each Pillar and compares it to the Observer Average.

Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

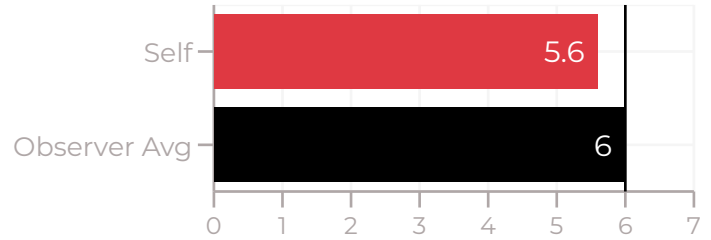
5 - Somewhat Agree
6 - Agree

7 - Strongly Agree



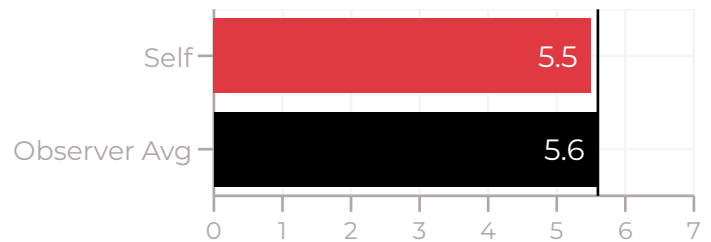
Self-Aware & Authentic

Behavioural Example: Self-aware leaders recognize their impact on others and are open to learning from feedback.



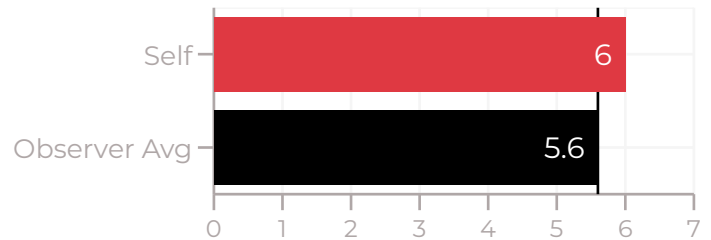
Strategic Vision

Behavioural Example: Visionary leaders inspire and align their team with long-term goals, making adjustments as needed to stay relevant.



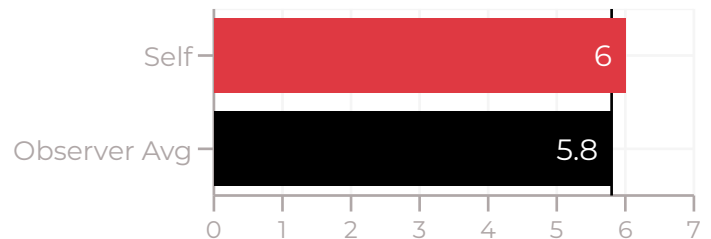
Empower & Enable

Behavioural Example: Empowering leaders foster a sense of ownership among team members and create a supportive environment for growth.



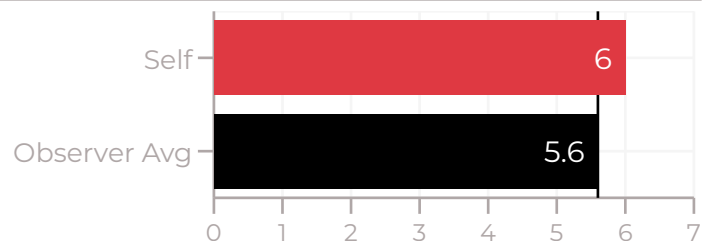
Leadership Communication

Behavioural Example: Effective communicators listen actively, address issues directly, and convey information in an accessible manner.



Leadership Processes

Behavioural Example: Leaders who excel in processes make thoughtful, data-driven decisions, support continuous improvement, and model effective time management for their team.



Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

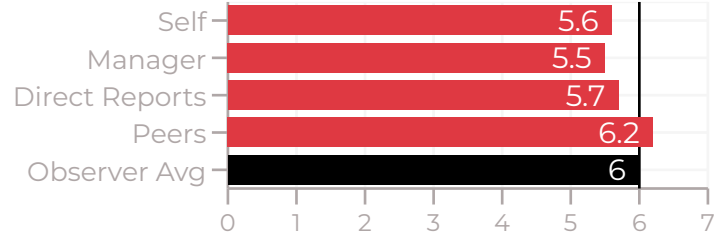
7 - Strongly Agree

● - Larger circles denote higher grouping of responses

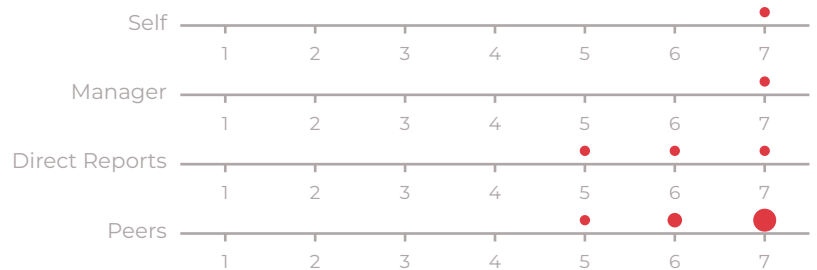


Self-Aware & Authentic

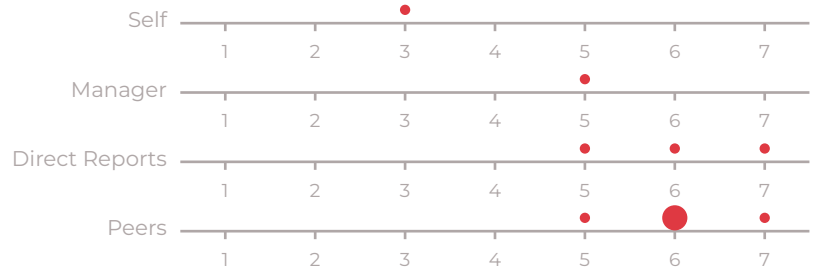
Behavioural Example: Self-aware leaders recognize their impact on others and are open to learning from feedback.



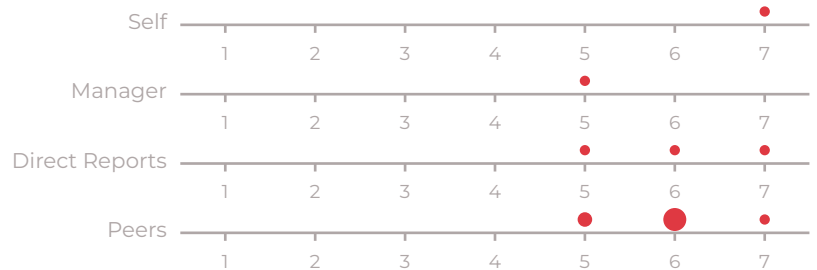
1. The leader consistently acts as a role model by demonstrating the values they expect from others.



2. The leader is self-aware, showing a strong understanding of their own strengths and areas for improvement.



3. The leader is open to receiving constructive feedback and acts upon it.



4. The leader adapts their behaviour to suit different team members' personalities, using a deep understanding of behavioral styles.



Response Scale

1 - Strongly Disagree
2 - Disagree

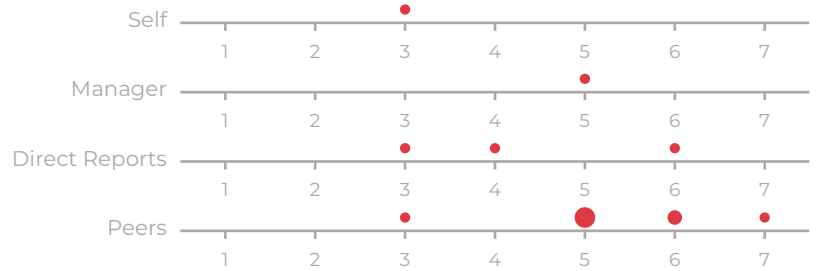
3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

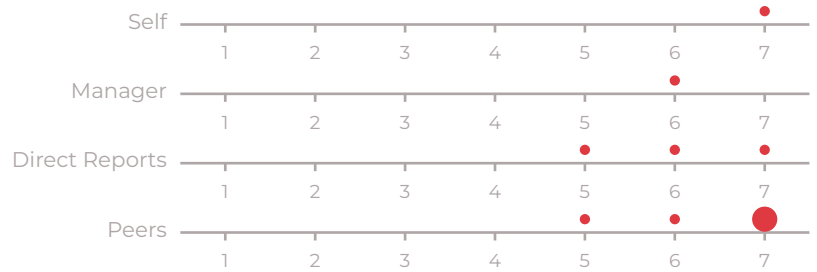
7 - Strongly Agree

● - Larger circles denote higher grouping of responses

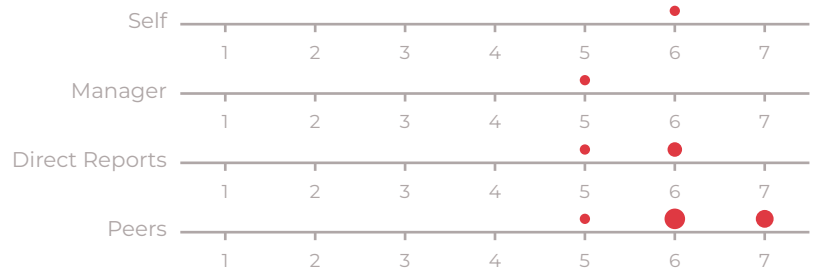
5. The leader effectively manages their emotions in challenging situations.



6. The leader's behavior aligns with their stated values and those of the organization.



7. The leader reflects on their actions to continuously improve.



8. The leader consistently demonstrates authenticity by being genuine and transparent in interactions.



Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

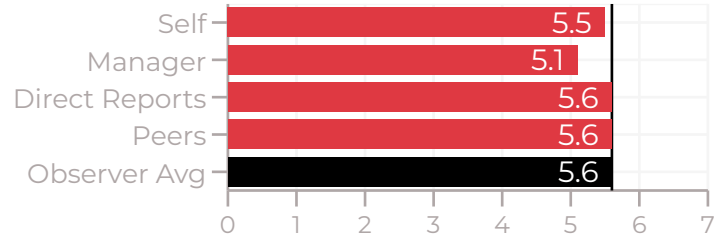
7 - Strongly Agree

● - Larger circles denote higher grouping of responses

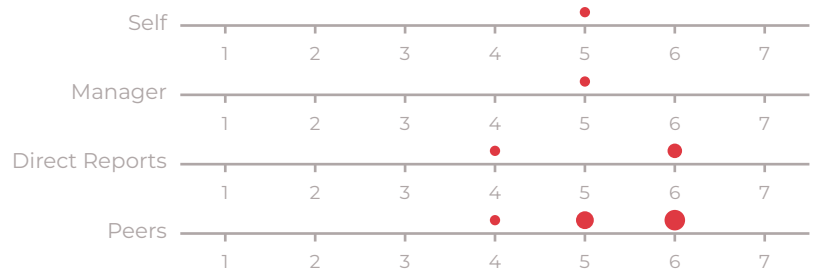


Strategic Vision

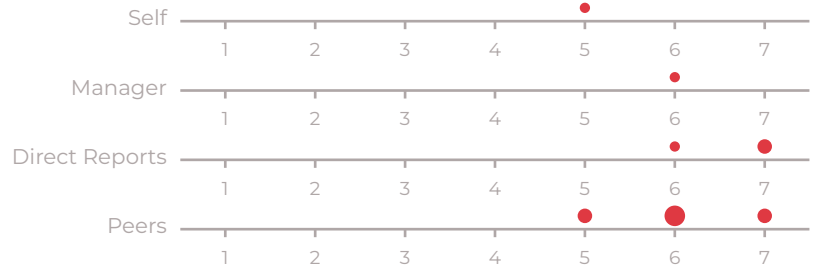
Behavioural Example: Visionary leaders inspire and align their team with long-term goals, making adjustments as needed to stay relevant.



1. The leader demonstrates strong strategic thinking by setting long-term goals aligned with organizational objectives.



2. The leader clearly communicates an inspiring vision that motivates the team to achieve high performance.



3. The leader ensures each team member understands their role in achieving the organization's vision.



4. The leader involves the team in developing a shared vision for the future.



Response Scale

1 - Strongly Disagree
2 - Disagree

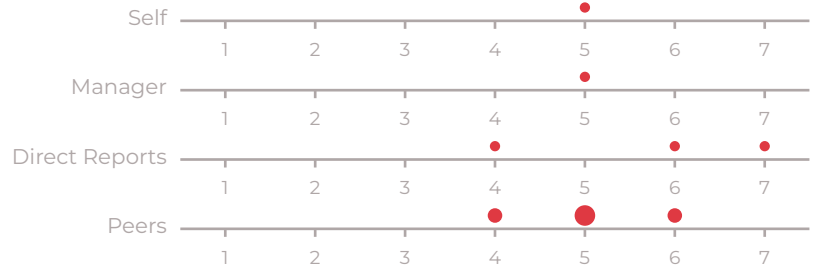
3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

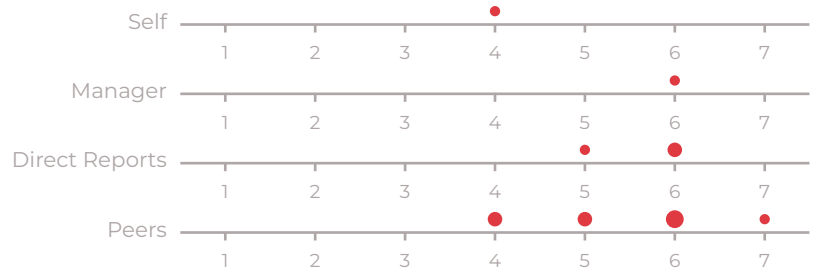
7 - Strongly Agree

● - Larger circles denote higher grouping of responses

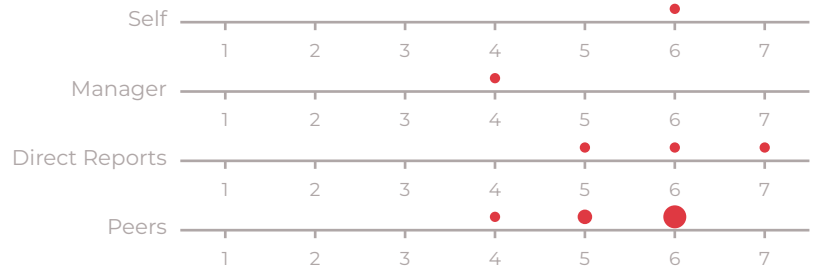
5. The leader regularly provides a clear roadmap for achieving strategic goals.



6. The leader balances short-term goals with the organization's long-term vision.



7. The leader regularly reviews and adapts the vision to changing circumstances.



8. The leader's actions reflect the strategic priorities they communicate.



Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

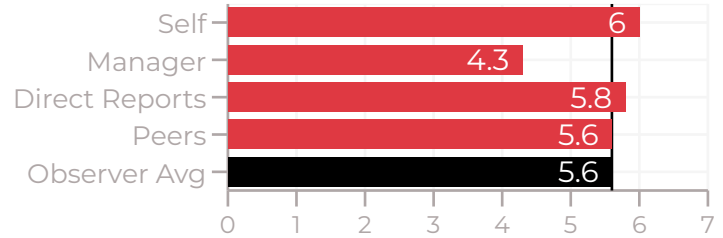
7 - Strongly Agree

● - Larger circles denote higher grouping of responses

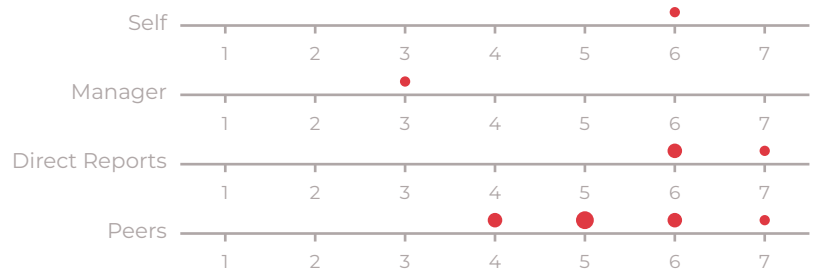


Empower & Enable

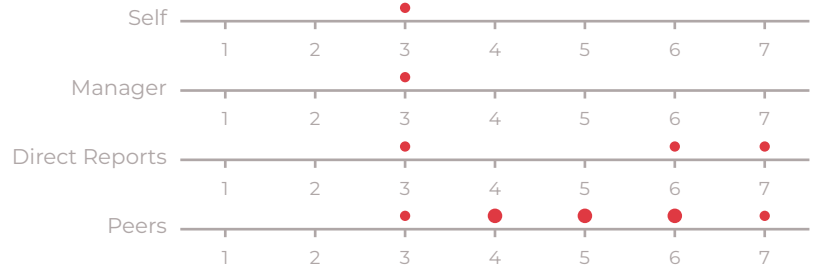
Behavioural Example: Empowering leaders foster a sense of ownership among team members and create a supportive environment for growth.



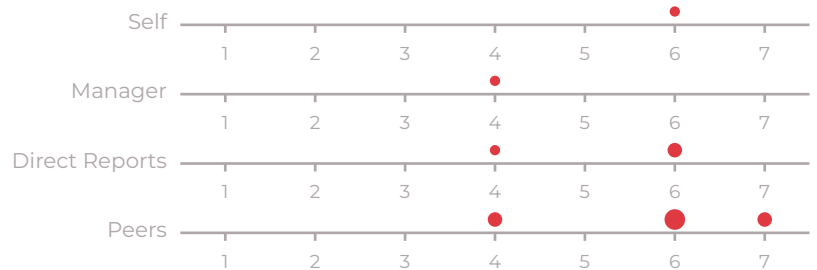
1. The leader fosters a culture of accountability by setting clear expectations and following up on commitments.



2. The leader delegates responsibilities effectively, allowing team members to take ownership of their work.



3. The leader provides guidance and coaching to help team members grow and develop.



4. The leader empowers team members to make decisions within their roles.



Response Scale

1 - Strongly Disagree
2 - Disagree

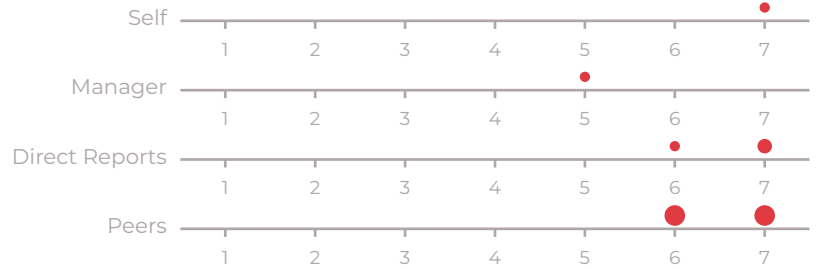
3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

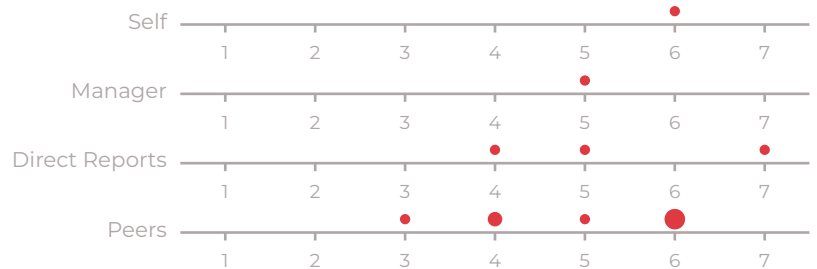
7 - Strongly Agree

● - Larger circles denote higher grouping of responses

5. The leader recognizes and appreciates team contributions regularly.



6. The leader builds strong, cohesive teams that work collaboratively toward shared goals.



7. The leader encourages accountability by ensuring each team member understands their responsibilities.



8. The leader creates an inclusive environment that values diversity and supports diverse perspectives.



Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

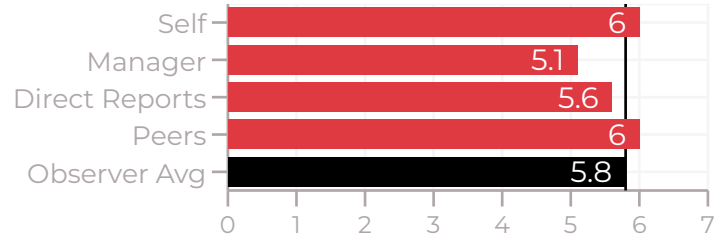
7 - Strongly Agree

● - Larger circles denote higher grouping of responses



Leadership Communication

Behavioural Example: Effective communicators listen actively, address issues directly, and convey information in an accessible manner.



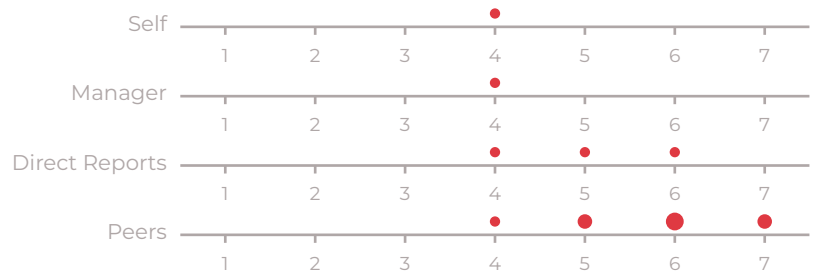
1. The leader provides constructive, actionable feedback in a timely manner.



2. The leader is receptive to feedback from others and actively seeks it out.



3. The leader addresses difficult or critical conversations effectively and without delay.



4. The leader communicates goals and expectations in a clear and motivating way.



Response Scale

1 - Strongly Disagree
2 - Disagree

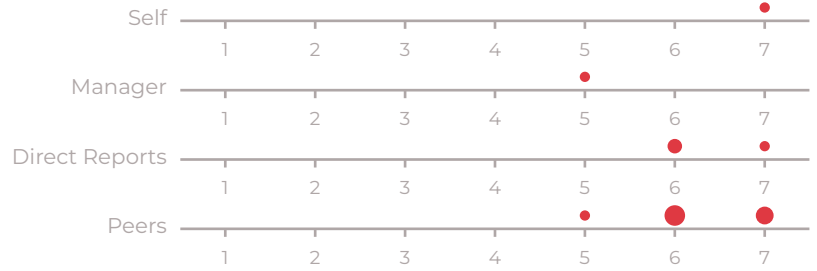
3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

7 - Strongly Agree

● - Larger circles denote higher grouping of responses

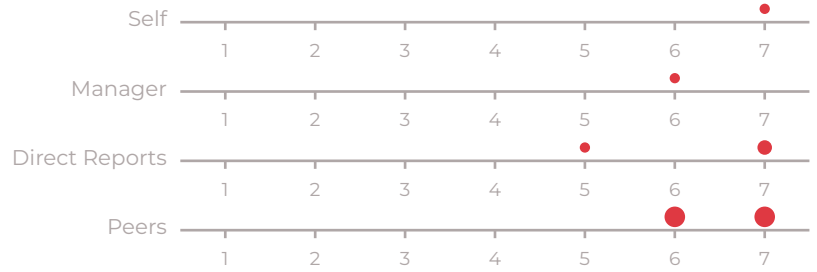
5. The leader listens attentively to team members' ideas and concerns.



6. The leader maintains a professional and respectful tone in all communications.



7. The leader is approachable and open to discussions on any issues.



8. The leader consistently shares relevant information to keep the team informed.



Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

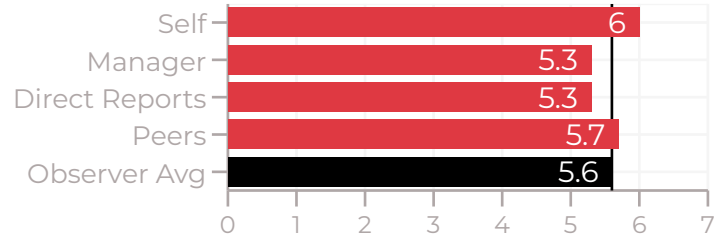
7 - Strongly Agree

● - Larger circles denote higher grouping of responses



Leadership Processes

Behavioural Example: Leaders who excel in processes make thoughtful, data-driven decisions, support continuous improvement, and model effective time management for their team.



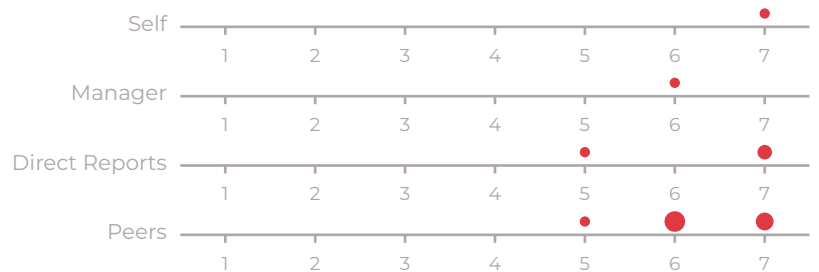
1. The leader makes decisions based on data and sound judgment.



2. The leader promotes innovation and encourages team members to find new solutions to problems.



3. The leader is open to new ideas and actively encourages creative approaches.



4. The leader effectively manages change by preparing the team and addressing concerns.



Response Scale

1 - Strongly Disagree
2 - Disagree

3 - Somewhat Disagree
4 - Neutral

5 - Somewhat Agree
6 - Agree

7 - Strongly Agree

● - Larger circles denote higher grouping of responses

5. The leader involves team members in the decision-making process when appropriate.



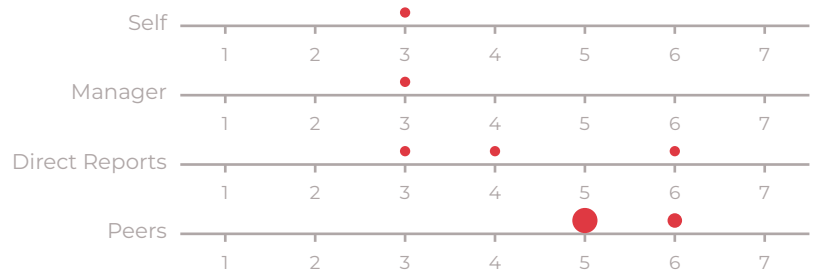
6. The leader uses a structured approach to problem-solving that considers different perspectives.



7. The leader consistently balances immediate needs with long-term organizational goals.



8. The leader demonstrates strong personal productivity by effectively managing their time, prioritizing tasks, and meeting deadlines.





Open Ended Question Responses

This page contains Observer responses to the open-ended questions. Since answering these questions is optional, each question may not have the same number of answers per question. If no Observer chose to answer a particular question, the response "No one answered this feedback question" will appear in the answer field.

Strengths: What are this leader's greatest strengths?

- A: Combines both practical skill with strong financial acumen. Understands and demonstrates effective leadership. Build rapport easily with all levels of the organization.
- A: Rapport and ability to communicate with all levels, knowledge of equipment and parts, quick learner, building relationships with key direct reports, can adapt operational needs to specific customer requests, work with consultants and provide constructive feedback, commitment to the organization and living its values, leading by example
- A: Connection with front line staff. Heart
- A: I am a true believer in Servant Leadership and put the needs of my team at the forefront of decision making to the greatest extent possible. I have a breadth of front-line knowledge (e.g. equipment operation, mechanical knowledge) which I use to inform my executive decision making. I understand deeply the real world consequences of financial decision making and resource deployment because I have lived on both sides of this equation extensively.
- A: Congeniality; great sense of humor; strong IT skills and science background; ability to also operate machinery; work ethic; care of others; excellent communicator; able to give praise to others; does additional personal development reading

:

Improvement Areas: In what areas could this leader improve?

- A: Have more freedom to do task fully instead of answering to his leader on why or what he is doing it.
- A: Getting to the point faster. Communicating important information more frequently to his team.
- A: Delegating. Work-life balance to prevent burnout. Less story telling

Overall Comments: Additional feedback or observations.

- A: Strong member of the the team.
- A: I am looking forward to seeing the feedback from all participants and using it to improve my effectiveness as a leader.
- A: I think they are doing good and the best they can with the very large workload
- A: As the management & staff gets to know each other on a personal and professional manner efficient and effective decision making will evolve.



5 Pillars Ranking

Below is how you rank in each of the 5 pillars of leadership from highest to lowest. The ranking is based on the Observer Average score of each pillar.





RL360 Feedback Action/Development Plan

A 360-Degree Feedback Action and Development Plan helps turn feedback into focused growth opportunities. By identifying key focus areas, setting clear goals, and outlining actionable steps, this template supports structured personal and professional development.

Focus Area #1

Feedback Insight:

Goal:

Actions:

1:

2:

Focus Area #2

Feedback Insight:

Goal:

Actions:

1:

2:

Focus Area #3

Feedback Insight:

Goal:

Actions:

1:

2:

Plan Summary

Timeframe: (Specify the overall timeframe for the development plan, e.g. 6 months)

Checkpoints: (Specify how often progress will be reviewed, e.g. monthly, quarterly)

Support Needed: (List any resources, training, or support needed to implement the plan)