



Agile Leader 360

Sample Corp

Report for: Hannah Sample

Date: November 2019

Benchmark: Global

Raters

Manager (Mgr)	2
Peer (Peer)	2
Senior Leadership Team (SrLT)	3
Stakeholder (Stkhldr)	3
Self	1
Total	11

The Agile Leader 360 maps to the Hogan Agile Leader Report. The Hogan Agile Leader Report is based on research conducted by Metaberatung and International Institute for Management Development (IMD).

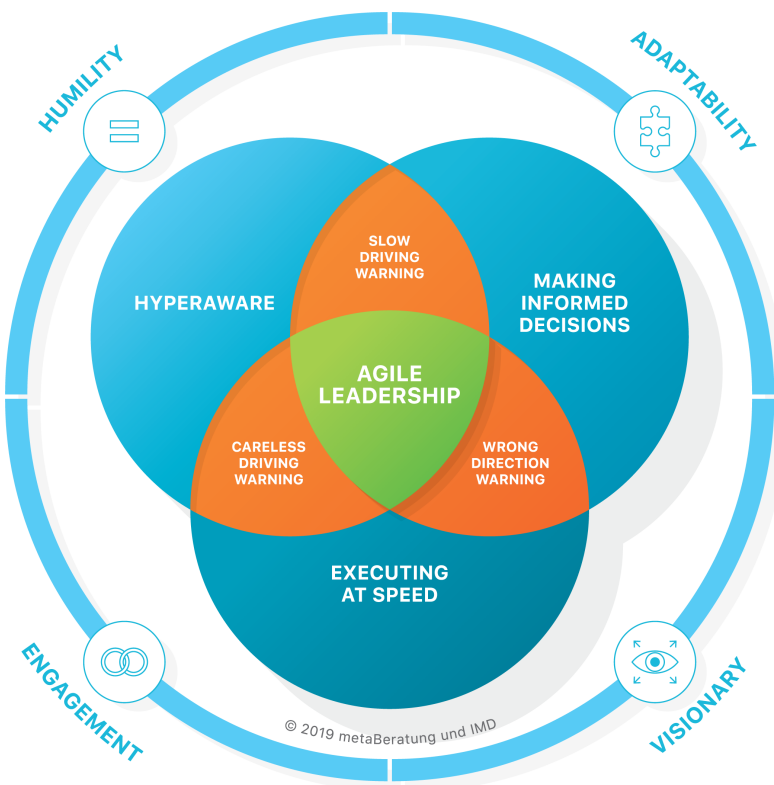
Sample Corp

Redefining Leadership for a Digital World

Many leaders today find it challenging to cope with the increasing pace of change, much of which is driven by the digitisation of products, processes, and business models. Agile Leadership is a response to these new demands, a set of competencies and related business behaviours that help leaders thrive in increasingly volatile environments.

The Profile of an Agile Leader

We refer to individuals who are successful at navigating through the opportunities and challenges of market disruption as Agile Leaders. These leaders are able to draw on competencies such as humility in learning, adaptability, a clear sense of vision, and strong engagement both inside and outside of their organisations. They behave in ways that reinforce this agility by being hyperaware of changes that may impact their environments, by basing their decisions on evidence and analysis, and by acting quickly.



How to Use this Report

The information provided in this report provides a valuable opportunity for you to receive feedback from your colleagues. Each of the items in this survey is linked to one of the four agile competencies or three agile behaviours.

Name

Hannah Sample

Agile Leader 360 Score

5.9

No. of Raters

10

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.8	5.2	5.5	5.8	6.0

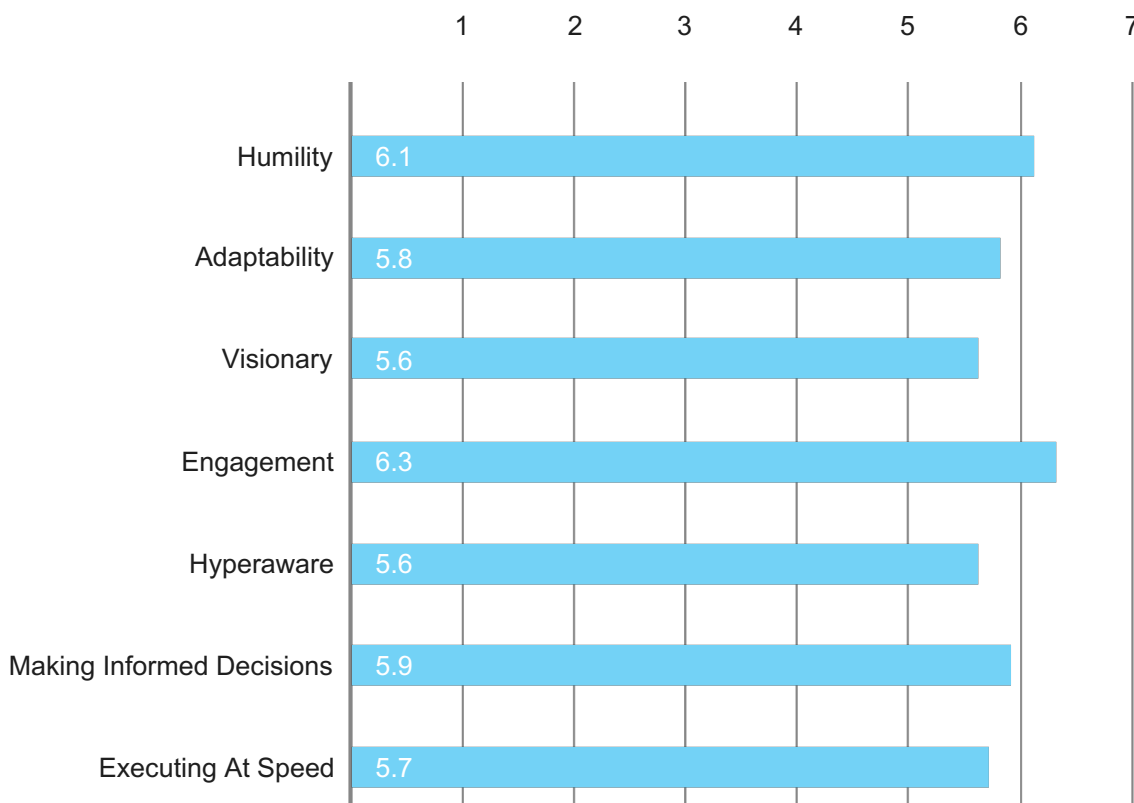
Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. Raters are asked about the extent to which they agreed with the item. The rating scale is anchored as follows:

- 1 Does not describe this person at all
- 2 Does not describe this person much
- 3 Does not describe this person very well
- 4 Describes this person somewhat
- 5 Describes this person well
- 6 Describes this person very well
- 7 Describes this person exactly
- N/A Not applicable / Not observed

Agile Leader Profile

The graph below displays your score on each of the leadership styles. Any small variations are due to the rounding of scores.



Humility

Being able to accept feedback and recognising that others may know more than you do.

Adaptability

Accepting that in disrupted business environments, change is constant and that changing one's mind based on new information is a strength rather than a weakness.

Visionary

Having a clear sense of long-term direction.

Engagement

Having a willingness to listen, interact, and communicate with internal and external stakeholders.

Hyperaware

Constantly scanning internal and external environments for opportunities and threats.

Making Informed Decisions

Making use of data and information to make evidence-based decisions where possible.

Executing At Speed

Moving quickly to implement, often valuing speed over perfection.

Agile Leader Competencies

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Others are only shown when there were two or more responses. If there were less than two responses, N/A is shown. **Overall** ratings here represent the aggregated view of all raters (Manager, Peer, Other) but exclude self-ratings. Scores that are blank mean that no raters entered a score for this item.

Overall	Mgr	Peer	SrLT	Stkhldr	Self	Items by Style
6.1	6.1	5.9	6.1	6.1	5.8	Humility
6.3	6.5	6.0	6.3	6.3	5.0	This person readily accepts that others may know more
5.9	6.0	6.0	6.0	5.7	6.0	This person openly acknowledges gaps in own knowledge and experience
5.8	5.5	5.5	5.7	6.5	6.0	This person invites feedback from others on own ideas and perspectives
5.9	6.5	5.5	6.0	5.5	5.0	This person encourages diverse perspectives when working with others
6.4	6.0	6.5	6.7	6.3	7.0	This person treats people with respect
5.8	6.5	5.5	5.7	5.7	4.0	This person shows humility by recognising that what you don't know is as important as what you do
6.1	5.5	6.0	6.3	6.3	7.0	This person considers others' perspectives when generating solutions
6.2	6.5	6.0	6.0	6.3	6.0	This person seeks help when needed
5.8	6.1	5.6	5.9	5.8	6.4	Adaptability
5.7	6.5	6.0	5.0	5.3	7.0	This person promotes adaptability as a driver of positive business outcomes
5.7	6.0	6.0	5.7	5.3	6.0	This person readily commits to a new course of action when required
5.4	5.0	5.0	5.5	6.0	6.0	This person encourages others to change direction when required
6.2	6.5	5.5	6.7	6.0	6.0	This person role models an openness to change
6.0	6.5	5.5	6.0	6.0	7.0	This person is willing to learn from experience and apply that learning to new situations
5.9	6.0	5.5	6.0	6.0	7.0	This person quickly changes or adapts their approach when required
5.8	6.0	5.5	6.0	5.7	6.0	This person is open to alternative approaches for achieving results

Agile Leader Competencies

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Others are only shown when there were two or more responses. If there were less than two responses, N/A is shown. **Overall** ratings here represent the aggregated view of all raters (Manager, Peer, Other) but exclude self-ratings. Scores that are blank mean that no raters entered a score for this item.

Overall	Mgr	Peer	SrLT	Stkhldr	Self	Items by Style
5.6	5.7	5.3	5.6	5.8	4.9	Visionary
5.8	6.0	5.5	5.7	6.0	4.0	This person develops and articulates a clear vision for the team and/or stakeholders
5.6	5.5	5.0	5.7	6.0	4.0	This person maintains focus on long-term goals despite short-term changes in direction
5.2	6.0	5.0	5.0	5.0	6.0	This person communicates the importance of long-term outcomes over detailed plans
5.2		5.0	5.0	5.5	3.0	This person is very effective in setting long-term stretch goals
5.8	5.0	5.5	6.0	6.3	5.0	This person inspires commitment from others towards shared goals
5.7	6.0	6.0	5.5	5.3	6.0	This person often suggests new and original ideas
5.7	6.0	4.5	6.0	6.0	6.0	This person is creative and innovative
6.3	6.3	6.1	6.3	6.5	5.9	Engagement
6.1	6.5	6.5	5.7	6.0	6.0	This person actively seeks out views and ideas from external and internal stakeholders
6.5	7.0	5.5	6.3	7.0	5.0	This person asks questions to ensure understanding of the issues, ideas and opportunities
6.0	5.5	6.0	6.3	6.0	7.0	This person shares information and keeps people informed
6.6	6.5	6.5	6.7	6.7	7.0	This person has excellent people skills
5.9	5.0	5.5	6.0	6.5	4.0	This person effectively uses networking opportunities to grow their business contacts
6.1	6.5	6.0	6.0	6.0	5.0	This person invests significant amounts of time listening to internal and external stakeholders
6.2	6.0	6.5	6.0	6.3	6.0	This person builds very strong relationships with others
6.8	6.5	6.5	7.0	7.0	7.0	This person is socially engaging

Agile Leader Behaviours

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Others are only shown when there were two or more responses. If there were less than two responses, N/A is shown. **Overall** ratings here represent the aggregated view of all raters (Manager, Peer, Other) but exclude self-ratings. Scores that are blank mean that no raters entered a score for this item.

Overall	Mgr	Peer	SrLT	Stkhldr	Self	Items by Style
5.6	5.8	5.5	5.5	5.4	3.6	Hyperaware
5.9	6.5	5.5	6.0	5.5	4.0	This person constantly scans the organisational environment for opportunities and threats
5.6	6.5	5.5	5.3	5.0	4.0	This person maintains awareness of the external business environment for opportunities and threats
5.8	5.5	6.0	5.7	6.0	6.0	This person stays up-to-date in own areas of expertise
5.6	5.5	6.0	5.7	5.5	3.0	This person analyses and understands where the organisation needs to position itself in the market
5.0	5.0	5.0	5.0	5.0	2.0	This person identifies relevant new technologies as they emerge
5.6	6.0	5.0	5.7	5.0	2.0	This person applies trends in the digital space to their work appropriately
5.4	5.5	5.5	5.3	5.5	4.0	This person enjoys staying up-to-date with industry trends
5.9	5.9	5.8	6.0	5.7	5.1	Making Informed Decisions
6.1	6.5	6.0	6.3	5.0	4.0	This person quickly identifies gaps in data and information that need to be closed
6.0	5.5	6.0	6.3	6.0	6.0	This person uses facts and data to drive better decisions
6.3	6.5	6.0	6.7	6.0	6.0	This person consults relevant stakeholders when making decisions
5.5	5.5	5.5	6.0	5.0	5.0	This person makes extensive use of data and analytics to support better decision making
5.9	6.0	5.5	6.0	6.0	6.0	This person makes effective and high quality decisions
5.6	5.5	6.0	5.3	6.0	5.0	This person always uses data and facts effectively when making important decisions
5.6	6.0	6.0	5.0	6.0	4.0	This person is highly skilled at data and trend analysis

Agile Leader Behaviours

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Others are only shown when there were two or more responses. If there were less than two responses, N/A is shown. **Overall** ratings here represent the aggregated view of all raters (Manager, Peer, Other) but exclude self-ratings. Scores that are blank mean that no raters entered a score for this item.

Overall	Mgr	Peer	SrLT	Stkhldr	Self	Items by Style
5.7	5.4	4.9	5.8	6.4	5.0	Executing At Speed
5.1	5.5	2.0	5.3	6.0	5.0	This person values speed over perfection
5.4	5.0	2.0	6.0	6.3	3.0	This person engenders a sense of urgency in others
6.0	5.0	5.5	6.3	6.7	5.0	This person shows a sense of urgency in getting things done
5.9	5.5	6.0	5.7	6.5	5.0	This person always meets deadlines and timeframes
6.2	6.0	6.0	6.0	6.7	6.0	This person quickly executes new ideas or approaches
5.7	5.5	6.0	5.3	6.0	6.0	This person is comfortable taking calculated risks

Overall Item Ratings

The survey includes 50 items rated on a scale of 1 to 7. The table below lists the items in descending order from your highest scoring item to your lowest scoring item. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self-ratings.

Rank	Your Score	Global Average Score	Item
1	6.8	5.7	This person is socially engaging
2	6.6	5.3	This person has excellent people skills
3	6.5	5.6	This person asks questions to ensure understanding of the issues, ideas and opportunities
4	6.4	5.7	This person treats people with respect
5	6.3	5.4	This person readily accepts that others may know more
6	6.3	5.6	This person consults relevant stakeholders when making decisions
7	6.2	5.7	This person seeks help when needed
8	6.2	5.4	This person role models an openness to change
9	6.2	5.3	This person builds very strong relationships with others
10	6.2	5.3	This person quickly executes new ideas or approaches
11	6.1	5.5	This person considers others' perspectives when generating solutions
12	6.1	5.4	This person actively seeks out views and ideas from external and internal stakeholders
13	6.1	5.3	This person invests significant amounts of time listening to internal and external stakeholders
14	6.1	5.5	This person quickly identifies gaps in data and information that need to be closed
15	6.0	5.6	This person is willing to learn from experience and apply that learning to new situations
16	6.0	5.4	This person shares information and keeps people informed
17	6.0	5.6	This person uses facts and data to drive better decisions
18	6.0	5.5	This person shows a sense of urgency in getting things done
19	5.9	5.2	This person openly acknowledges gaps in own knowledge and experience
20	5.9	5.2	This person encourages diverse perspectives when working with others
21	5.9	5.2	This person quickly changes or adapts their approach when required
22	5.9	5.6	This person effectively uses networking opportunities to grow their business contacts
23	5.9	5.1	This person constantly scans the organisational environment for opportunities and threats
24	5.9	5.6	This person makes effective and high quality decisions

Rank	Your Score	Global Average Score	Item
25	5.9	5.6	This person always meets deadlines and timeframes
26	5.8	5.3	This person invites feedback from others on own ideas and perspectives
27	5.8	5.3	This person shows humility by recognising that what you don't know is as important as what you do
28	5.8	5.4	This person is open to alternative approaches for achieving results
29	5.8	5.3	This person develops and articulates a clear vision for the team and/or stakeholders
30	5.8	5.3	This person inspires commitment from others towards shared goals
31	5.8	5.7	This person stays up-to-date in own areas of expertise
32	5.7	5.4	This person promotes adaptability as a driver of positive business outcomes
33	5.7	5.6	This person readily commits to a new course of action when required
34	5.7	5.4	This person often suggests new and original ideas
35	5.7	5.4	This person is creative and innovative
36	5.7	5.6	This person is comfortable taking calculated risks
37	5.6	5.4	This person maintains focus on long-term goals despite short-term changes in direction
38	5.6	5.5	This person maintains awareness of the external business environment for opportunities and threats
39	5.6	5.4	This person analyses and understands where the organisation needs to position itself in the market
40	5.6	5.2	This person applies trends in the digital space to their work appropriately
41	5.6	5.7	This person always uses data and facts effectively when making important decisions
42	5.6	5.3	This person is highly skilled at data and trend analysis
43	5.5	5.4	This person makes extensive use of data and analytics to support better decision making
44	5.4	5.4	This person encourages others to change direction when required
45	5.4	5.8	This person enjoys staying up-to-date with industry trends
46	5.4	5.1	This person engenders a sense of urgency in others
47	5.2	5.2	This person communicates the importance of long-term outcomes over detailed plans
48	5.2	5.2	This person is very effective in setting long-term stretch goals
49	5.1	3.9	This person values speed over perfection
50	5.0	5.2	This person identifies relevant new technologies as they emerge

Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Your Rank	Strengths	Total Score
6	1	Has a positive and enthusiastic attitude	22
11	2	Builds effective relationships	19
14	3	Has strong people skills	14
8	4	Is customer focused, and good with clients	13
4	5	Has a professional approach	7
19	6	Suggests new and innovative ideas	5
26	7	Motivates and inspires others	4
22	7	Good sense of humour	4
9	9	Is competitive and determined	3
17	9	Sets clear goals and drives results	3
3	11	Is action-oriented and gets things done	2
15	11	Is well organised	2
16	13	Shows empathy and is supportive	1
12	13	Strong communication skills	1
13	-	Is good at solving problems	
25	-	Challenges poor performance	
5	-	Is steady and calm under pressure	
23	-	Is a positive role model	
24	-	Makes the tough decisions	
20	-	Is visionary and strategic	
2	-	Works hard with a strong work ethic	
21	-	Shows loyalty	
1	-	Has solid technical ability, experience and knowledge	
7	-	Has high ethical standards and integrity	
10	-	Has strong leadership skills	
18	-	Good at planning and thinking ahead	

Top Opportunities to Improve

Raters were asked to choose the top four opportunities to improve from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth of 1. The score in the right column is the sum of the scores. You should pay attention to the top few items as there is agreement among raters that these items represent your personal opportunities for improvement. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Your Rank	Opportunities to Improve	Total Score
19	1	Acquire better job and/or industry knowledge	28
6	2	Share knowledge and resources	14
12	3	Look at the big picture – the organisation's overall goals	6
11	4	Be more assertive	3
5	5	Show leadership on issues	2
8	6	Set clear goals and performance indicators	1
17	-	Be more action-oriented and make it happen	
24	-	Be less aggressive	
13	-	Listen more and let others have their say	
18	-	Be more open to change	
22	-	Be more of a team player	
16	-	Improve your people and interpersonal skills	
10	-	Communicate better	
20	-	Show more empathy	
7	-	Give appropriate feedback	
21	-	More customer and/or client focus	
3	-	Delegate more	
2	-	Challenge poor performance	
23	-	Treat people fairly and without favouritism	
26	-	Be more positive	
15	-	Improve your time management and organisational skills	
25	-	Be less moody and control your temper	
9	-	Be more available and visible in the workplace	
1	-	Stop taking on too much and spreading yourself too thin	
14	-	Build more effective relationships	
4	-	Motivate others and improve morale	

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections of the report.

Please describe this person's strengths as they relate to agile leadership.

- Mgr: Very open to new ideas and has settled into her role well
- Mgr: Hannah is very quick to pick up new concepts and knowledge. She is excellent at building relationships and establishes rapport with ease. She has an interest in understanding both the internal and external environment.
- Peer: Hannah engages well with all parts of the business to achieve results. She is comfortable asking questions to broaden her knowledge.
- Peer: Hannah displays excellent adaptability and is consistently able to keep up with the team, suggest new ideas and adapt as necessary. She displays excellent organisation skills, which is highly desirable for agile leadership.
- SrLT: I believe Hannah is very quick to pick up ideas and action them. She is happy to challenge the status quo.
- SrLT: Hannah appears to have strengths in both EQ and IQ and has lots of energy. She appears to be a good fit for her role being both fast paced and looking for opportunity.
- Stkhldr: Quickly builds strong relationships, comfortable taking charge and ensuring others are held accountable to ensure results are delivered on time. Humorous, positive and open-minded to drawing on the knowledge of others. Confident yet humble in her approach.
- Stkhldr: Positive, enthusiastic and goal-oriented.

What holds this person back from being an effective agile leader?

- Mgr: Acquiring the knowledge to be effective in the fast moving complex environment in our organisation.
- Mgr: Very little. Greater industry knowledge will be helpful and she needs to ensure she uses all the data and information she has available to her to inform her decision making. Areas for development include a focus on longer term goals and an eye on the bigger organisational picture - however she has great potential.
- Peer: Hannah could benefit from focusing on longer term goals and vision as well as the immediate short term need.
- Peer: She needs to make sure that the quality of her work output is not compromised for the sake of speed. She will need to be both quick and accurate.
- SrLT: Gaining knowledge of the varied products and organisational complexities.
- SrLT: Knowledge of the core business which will come quickly.
- Stkhldr: Be more aware and share information on the external environment for our business.
- Stkhldr: Hannah shows good potential. Could demonstrate greater leadership by more proactively sharing her knowledge through the organisation.

Development Plan

This section provides a place for you to create a personal development plan.

Strengths and how I can leverage these

Blank area for writing strengths and how to leverage them.

Development needs and actions I will take to address these

Blank area for writing development needs and actions to address them.