



Trusted Leader 360° Assessment



Daniel Sample

April 11, 2024

Thank You

Your participation in the **Trusted Leader 360° Assessment** provides valuable feedback to enhance your leadership abilities. By engaging in this process, you demonstrate a strong commitment to improving your effectiveness in leading others. The feedback you receive will help you better understand your leadership strengths and identify areas for development. Thank you for your dedication to becoming a more effective and trusted leader.

The feedback you receive focuses on five essential areas of leadership: LEAD, DEVELOP, CARE (based on the **LDC Model™** developed by the Leader Development Network), as well as the EMOTIONAL INTELLIGENCE related to SELF and OTHERS. These areas reflect a leader's character and competence in achieving results and working effectively with others. In addition to objective numeric scores, raters also provided written feedback on your leadership. The following rating scale was used by all raters.

Note: Self-scoring is not included in the Overall Averages in the report.



Receiving Your Feedback

How you receive your feedback is critical. Remember to maintain a learning mindset as you process the results. It is natural to feel defensive or to focus on specific scores or comments, but this is not helpful. Keep an open mind and remain receptive to the insights provided. Instead of fixating on particular scores or comments, look for recurring themes in the feedback. These themes will give you a clearer picture of your strengths and areas for improvement.

Be sure to embrace the positive feedback. Acknowledge and celebrate the positive scores and comments you receive.

Finally, use this feedback for growth. The primary goal of feedback is to facilitate your development as a leader. Use these insights to build a plan to improve and strengthen your overall leadership.

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Contents

Part 1 : Category Scores.

The summary of your feedback in areas of LEAD, DEVELOP, CARE, and EMOTIONAL INTELLIGENCE.

Part 2 : Organizational Alignment Scores (if applicable).

Scores reflecting organizational values and priorities.

Part 3 : Comments from Raters.

Rater comments are compiled and unedited.

Part 4 : Leadership Development Plan.

This page is for your reflection and processing of the feedback you have received.

Part 5 : Overall Summary.

A one-page summary of your Trusted Leader 360°.

Rating Scale

How accurately do each of the following statements describe this person's current leadership?



*Unknown will be excluded from scoring

Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

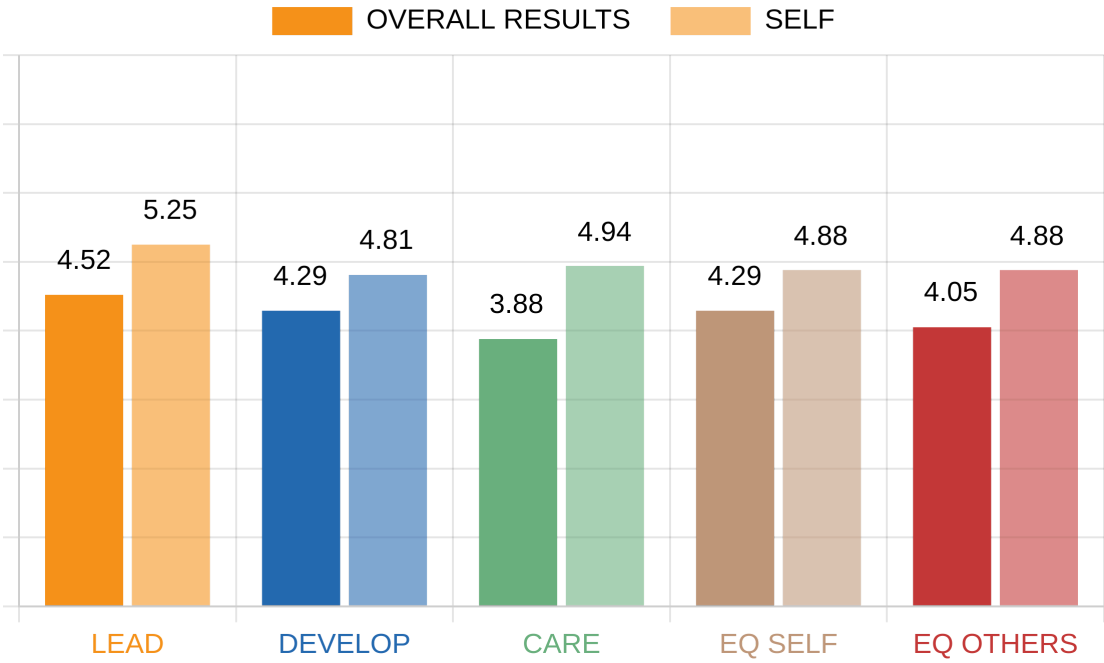
Rater Type	Nominated	Responded	Response Rate
Self	1	1	100%
Supervisor	1	1	100%
Direct Report	4	4	100%
Peer	9	8	88%
Other	11	8	72%
Total	26	22	84%

Nominated Rater Listing

- Ben Bowden
Other
- Daniel Sample
Self
- Lindsey Sample
Other
- Julie Sample
Peer
- Dan Cameron
Peer
- Sammy Sample
Other
- Chris Johnson
Other
- Frank Brown
Other
- Nathan Tims
Other
- Brett Jordan
Peer
- Jill Kelly
Peer
- James Packer
Supervisor
- Zac Wagner
Direct Report
- Bob Wells
Direct Report
- David Lee
Direct Report
- Amy Samuel
Direct Report
- Phillip Gary
Peer
- Susan Bird
Peer
- Martin Calm
Peer
- Simon Martin
Peer
- DJ Boyd
Peer
- Sarah Smith
Other
- Bill Johnson
Other
- Cam Brown
Other
- Demetris Smith
Other
- Simeon Judge
Other
- Eli Small
Other

Overall Review: 360° Review

The scores below are based on feedback from the individuals you chose to evaluate your current leadership. You'll find the overall scores first, followed by a detailed breakdown on the following pages. Each aspect of LEAD, DEVELOP, CARE, and EMOTIONAL INTELLIGENCE is examined from three perspectives, providing you with a nuanced report. The aim of this feedback is to enhance your awareness and ultimately improve your leadership effectiveness.

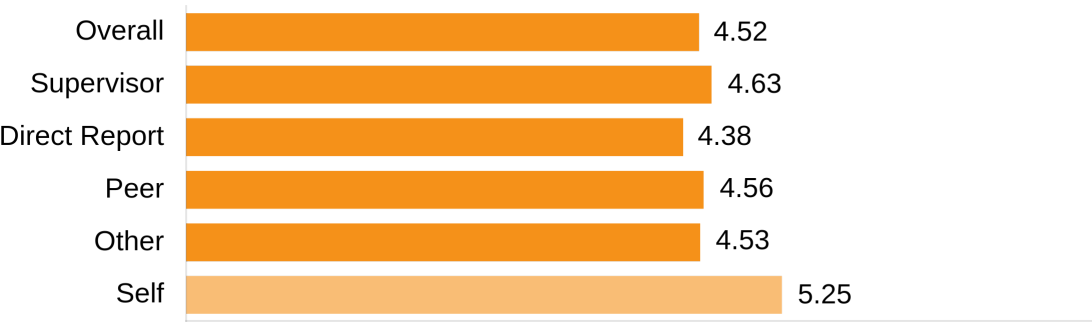


LEAD

This aspect of leadership emphasizes the ability to guide and direct others toward a common goal. Effective leaders set a clear vision, communicate it effectively, and motivate their team to achieve it. Strong leadership provides direction and purpose, fostering unity and drive within the team, which in turn enhances overall productivity and success.



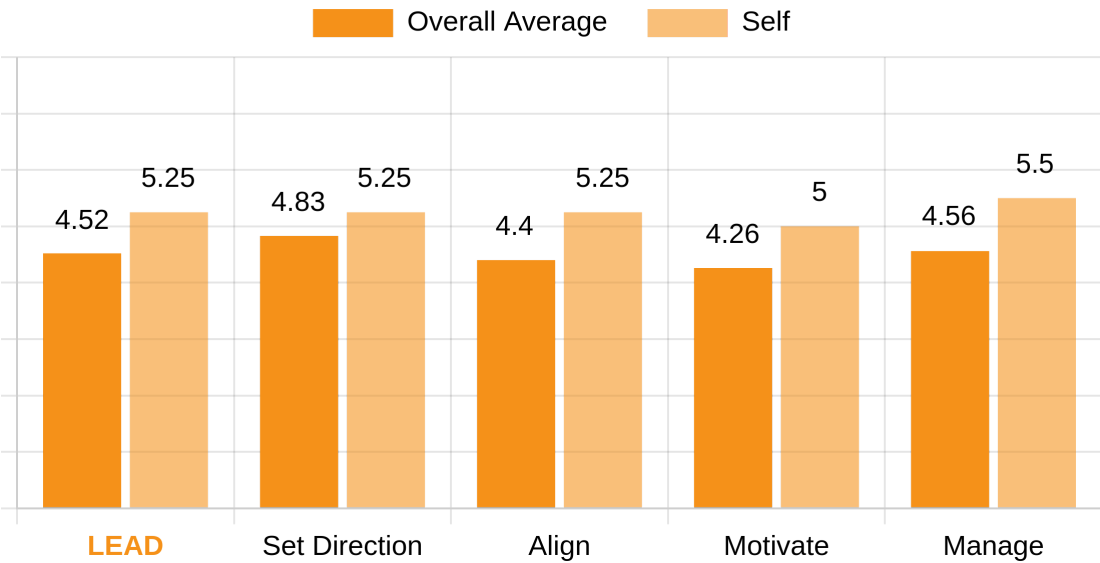
LEAD Scores



LEAD Operational Results

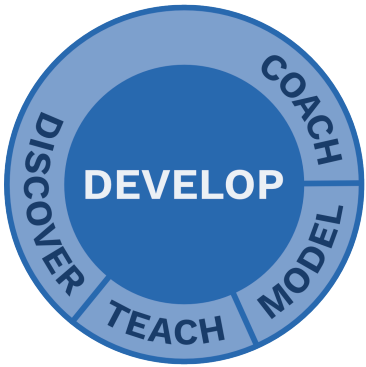
	Overall	Supervisor	Direct Report	Peer	Other	Self
LEAD Combined	4.52	4.63	4.38	4.56	4.53	5.25
Set Direction	4.83	5.25	4.69	4.84	4.84	5.25
Align	4.4	4.75	3.94	4.38	4.63	5.25
Motivate	4.26	3.25	4.31	4.34	4.28	5
Manage	4.56	5.25	4.56	4.66	4.38	5.5

Self score is not included in overall scores.

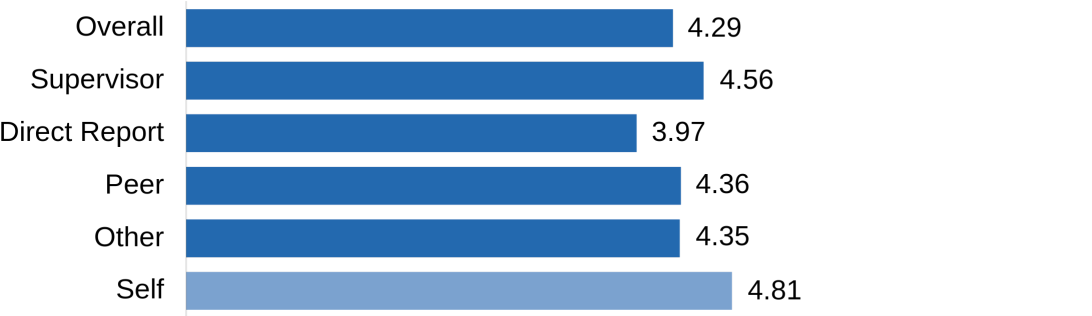


DEVELOP

Developing others means nurturing and enhancing the skills, capacity, and potential of those you lead. This crucial aspect of leadership is often misunderstood or neglected. You can develop others in various ways, including mentoring, coaching, or offering empowering opportunities. By focusing on this, you'll build a more skilled and capable team, leading to better performance, higher satisfaction, and increased motivation. Additionally, helping others grow is essential for individual health, leadership succession and organizational expansion.



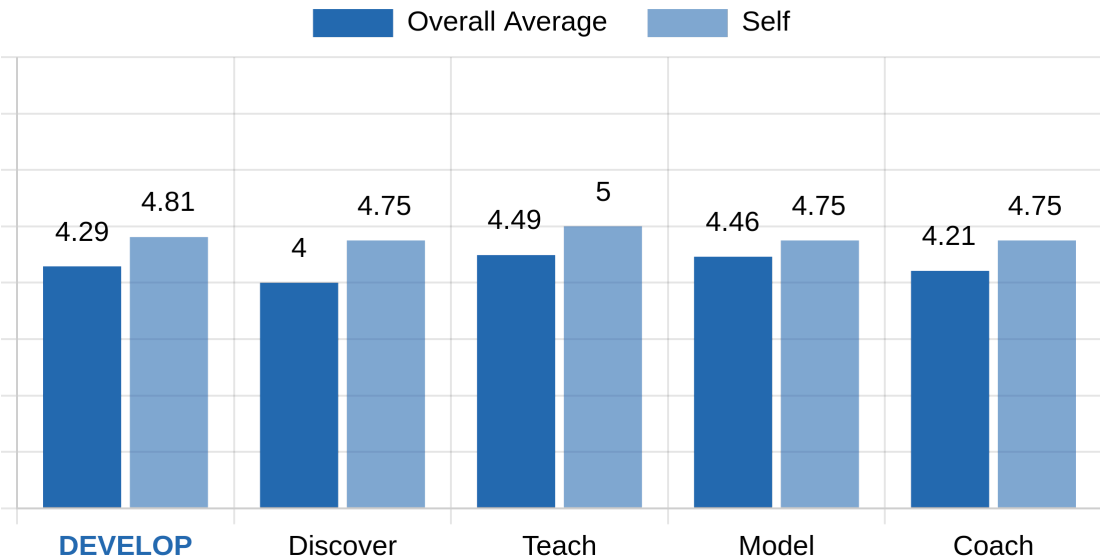
DEVELOP Scores



DEVELOP Operational Results

	Overall	Supervisor	Direct Report	Peer	Other	Self
DEVELOP Combined	4.29	4.56	3.97	4.36	4.35	4.81
Discover	4	4.75	3.69	4.06	4	4.75
Teach	4.49	4.75	4.25	4.31	4.75	5
Model	4.46	4.5	4.63	4.47	4.38	4.75
Coach	4.21	4.25	3.31	4.59	4.28	4.75

Self score is not included in overall scores.

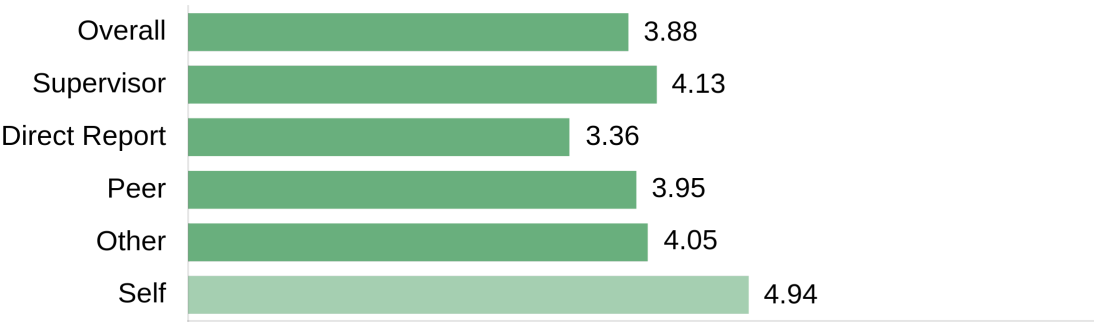


CARE

Caring leadership offers empathy, support, and concern for the well-being of individuals. Leaders who demonstrate care create a positive and inclusive environment where people feel valued and respected. By prioritizing the health and effectiveness of others, caring leaders respond appropriately to the needs of those around them. The benefit is a strong organizational culture with high morale, leading to increased loyalty, collaboration, and better overall well-being among team members



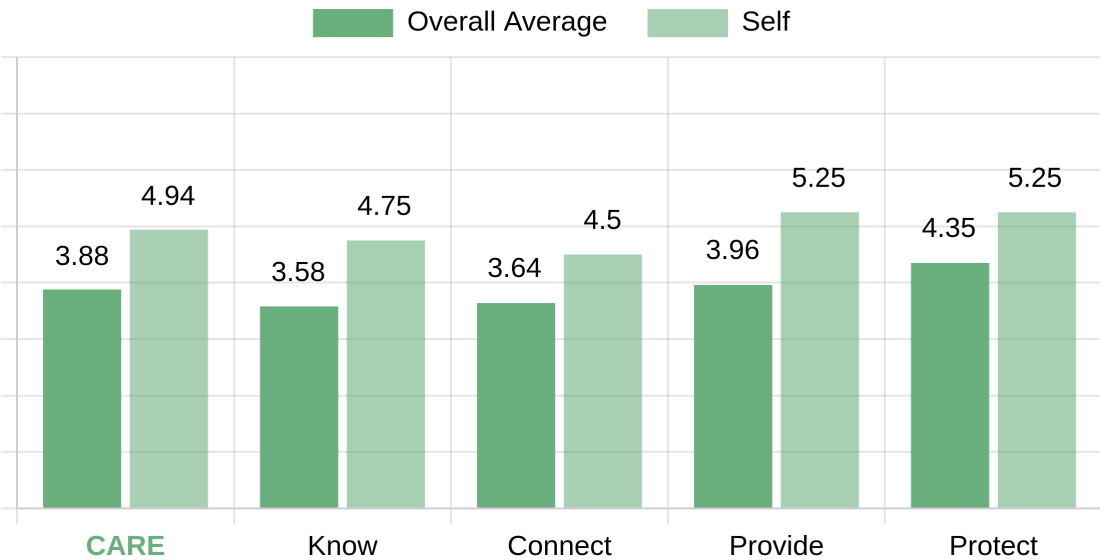
CARE Scores



CARE Operational Results

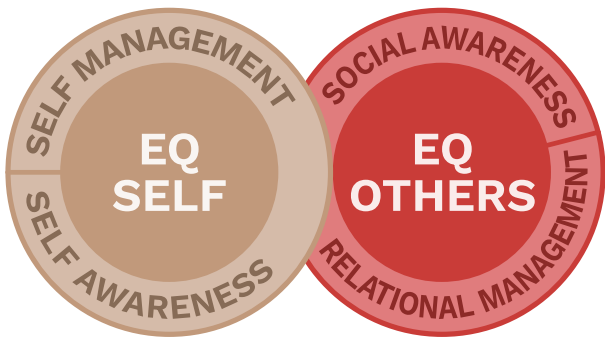
	Overall	Supervisor	Direct Report	Peer	Other	Self
CARE Combined	3.88	4.13	3.36	3.95	4.05	4.94
Know	3.58	3.5	3.31	3.47	3.84	4.75
Connect	3.64	4	3.19	3.59	3.88	4.5
Provide	3.96	4.25	3.21	4.09	4.16	5.25
Protect	4.35	4.75	3.75	4.63	4.31	5.25

Self score is not included in overall scores.



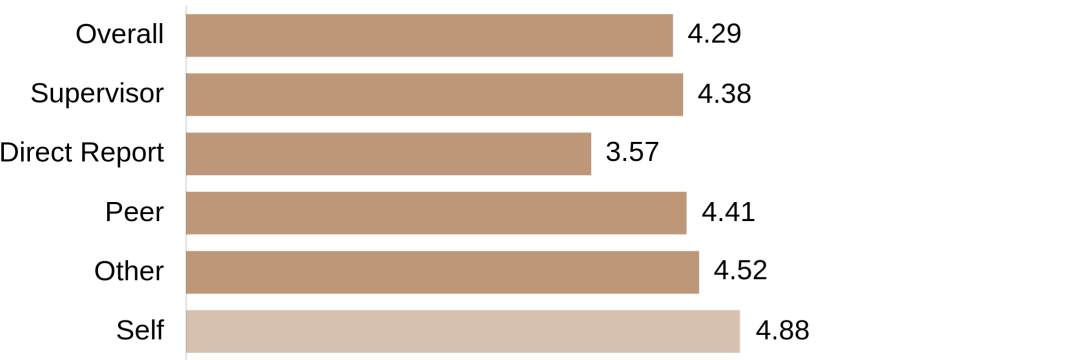
EMOTIONAL INTELLIGENCE (EQ)

Emotional intelligence (EQ) is the ability to understand and manage your emotions, as well as recognize and influence the emotions of those around you. Leaders with high self-awareness can regulate their emotional responses and maintain control under pressure.

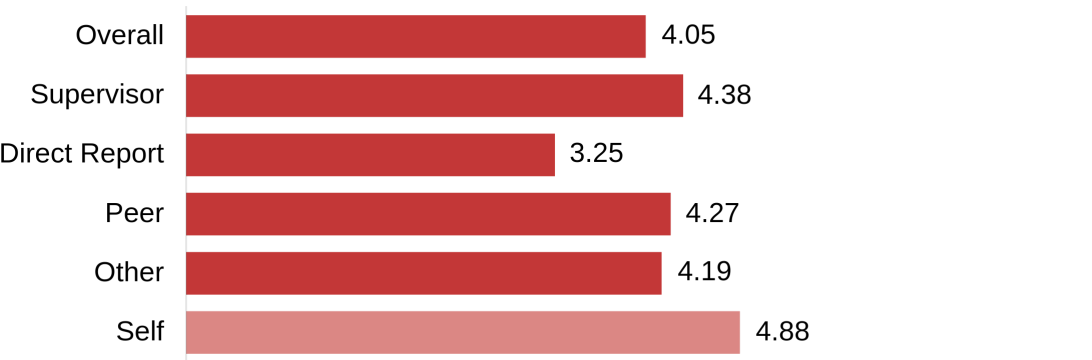


The benefit of strong EQ regarding SELF is better decision-making and improved stress management, which earns the respect and trust of those around you. EQ OTHERS focuses on the leader's ability to perceive, understand, and engage with others in healthy ways. This includes empathy, social skills, and the capacity to build strong relationships. As responsibilities grow, so does the need for Emotional Intelligence. Progress in this area enhances communication, reduces conflict, and inspires connection with others, leading to a healthier work environment and stronger relationships overall.

EQ Self Scores



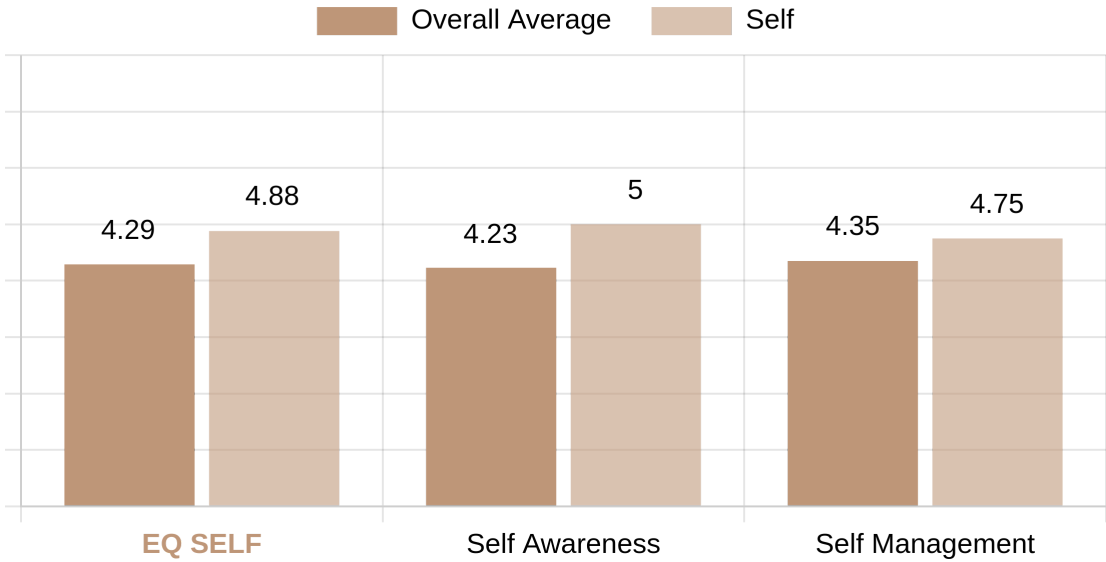
EQ Others Scores



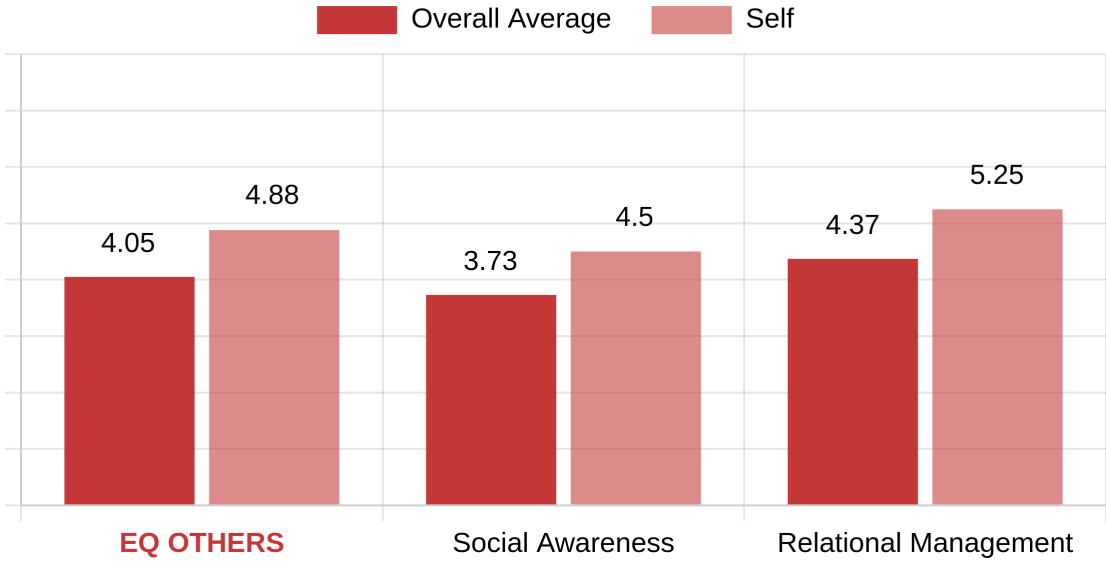
	Overall	Supervisor	Direct Report	Peer	Other	Self
EQ SELF Combined	4.29	4.38	3.57	4.41	4.52	4.88
Self Awareness	4.23	4.25	3.75	4.19	4.5	5
Self Management	4.35	4.5	3.38	4.63	4.53	4.75
EQ OTHERS Combined	4.05	4.38	3.25	4.27	4.19	4.88
Social Awareness	3.73	4.25	3	3.97	3.78	4.5
Relational Management	4.37	4.5	3.5	4.56	4.59	5.25

Self score is not included in overall scores.

EQ SELF Operational Results



EQ OTHERS Operational Results



Trusted Leaders

At Trusted Leaders, we are committed to your growth and development. As a leader, you have the power to influence those around you in ways that extend far beyond what you may realize. Our goal is to provide feedback that helps you “level up” your leadership, including how well you embody the values we hold dear. We encourage you to use this tool as both inspiration and a challenge — an opportunity for continued growth on your journey toward becoming an even more effective, trusted leader.

Organization Markers	Overall	Self
Demonstrates integrity and principle-driven decision-making.	4.95	6
Uses data and analytics to make informed decisions and drive results.	4.76	5
Applies proven frameworks and best practices to achieve consistent results.	4.48	4
Recognizes and celebrates the strengths of others.	4.33	5
Promotes continuous learning, innovation, and personal growth.	4.33	5
Actively empowers others to grow into leadership roles.	4.19	5
Adapts skills and solutions across various roles and contexts.	4.19	5
Provides constructive feedback to address weaknesses and encourages growth.	3.95	5

Written Comments

1. What specific strengths does this person demonstrate in leading others?

- Daniel knows how to get things done! I'm thankful for his energy & high responsibility.
- He is decisive, able to set direction, meets goals, and encourages the team to grow.
- He keeps his eyes on the prize and helps get his team across the finish line
- Dan helps drive the team to work successfully and efficiently to complete tasks.
- He's able to keep people on project and get tasks done.
- vision, work ethic, strategy
- Dan sets a clear direction for the team to follow and accomplish goals.
- I can count on Dan when the pressure is on to do what needs to be done - both personally and leading his team. I rarely have to ask a second time for Dan to accomplish the work that needs to be done with projects under his leadership. Faithful and committed.
- Daniel is focussed on achieving results for the company, and organizing the team around these results. He actively helps his team set goals, work to achieve those goals, and overcome obstacles to this process.
- Dan is an authentically well-intentioned, therefore a pleasure to work with on a team.
- Dan is a driven and goal-oriented leader. He is decisive, clear-headed, and able to set direction, keeping his team focused on achieving their objectives. His management skills are strong enough to keep people on track and most tasks completed on time.
- Driving short term projects
- Decisive, clear, able to set direction
- Sets clear direction, objective, and goals. Holds accountable to goals.
- He is efficient and a go getter he cares and is very positive and energetic
- Dan is a driven and goal-oriented leader. He is decisive, clear-headed, and able to set direction, keeping our team focused on achieving our objectives. Overall, Dan excels in getting things done and encouraging growth.

2. What particular areas or skills should this person develop to enhance their effectiveness as a leader?

- Dan seems to avoid emotionally-tricky conversations that could lead him to better understand those he works with.
- Keep the big picture in mind, providing feedback / guidance, personally connecting with co-workers in a genuine way
- Daniel needs to work on understanding the role that relationships play in his work. His results would be even better if he could also form and focus on relationships with his team and others.
- Dan struggles with adapting to new scenarios and providing relevant feedback to others.
- I think Dan could respond to his team in more helpful ways, empowering them and listening to their ideas and needs.
- The emotional connected between Dan and his co-workers and fostering a helpful environment for his team.
- Anticipating and listening to the needs of others. Remember the humanity of each individual and times and situations where they maybe need additional support.
- Emotional connection and pouring into the personal development of team members.
- Sometimes it seems that Daniel can get stuck on the individual tasks & lose focus on the overall goal.
- Though Dan is committed to his team's success, his overwork and focus on tasks prevent him from connecting emotionally with others. He tends to miss the emotional cues of stress or burnout, focusing more on performance than well-being. While he is approachable, his leadership often feels transactional, lacking the emotional support his team may need.
- Interpersonal communication, caring for others success
- relational connection, providing team with next steps for growth and development, demonstrate a healthy work life balance

- Dan's focus on the immediate goals and pressing tasks can sometimes cause him to overlook the bigger picture. Sometimes he struggles to provide the feedback, guidance, and resources that would enable sustained development. While he is approachable, his leadership often feels transactional, lacking the emotional support our team sometimes needs.
- Connecting with his team on a personal level needs to improve.
- He often can bulldoze over feelings on accident as he is too focused on getting things done
- He needs to grow in listening to the individuals on his team to truly be connected to where they are. He also needs to put structures in place to develop the team in their respective areas.

3. What additional observations or feedback would you like to share with this person?

- I encourage Daniel to grow in overall vision of his projects & seek to understand what the long-term goals are for the people on his team.
- Overall, Dan excels in getting things done and encouraging growth, but his leadership can feel disconnected at times. He may push his team hard without always providing the development or emotional support they need. Despite these gaps, his dedication to success and genuine care for his team's performance give him the foundation to grow into a more effective leader.
- Great team player!
- Doing a great job just maybe take a minute to step back and assess emotions and the larger picture
- Overall Dan is good at keeping his team moving and getting things done but needs more emotional connection in his feedback and general working life.
- Dan motivates his team with his words, but may need to give them more of his attention and presence. Be patient Dan. Your team wants to work with you and please you.
- While Dan helps grow the team overall, the unity of the team at times feels weak due to the lack of emotional connection between Dan and his team members.
- Great to work with, but sometimes difficult to follow his instructions.
- Leading can sometimes look like adding value to other people and not just directing.
- I observe that often his health often takes the back seat to personal achievement and goals. Prioritizing margin and pace for his personal life will be key to his long-term leadership.
- My only other comment would be that at times Daniel can be so focussed on the more immediate results that he can forget to look at the long-term big picture. Occasionally refocusing on this would help him to perform better in the short-term.
- Dan, keep the overall big picture in mind and help us do the same!
- Glad to work on his team!
- Perhaps arrange out of office team building
- Despite some gaps, his dedication to success and genuine care for his team's performance are obvious.
- You're a great leader who cares about the team's success - I think we would be even more successful if there were a stronger relational/emotional connection

Summary Scores Ranked

Rank	Leadership Markers	Operational Aspect	Category	Overall
1.	Able to prioritize tasks to achieve goals	Set Direction	Lead	5.14
2.	Sets and defines a clear strategy for accomplishing objectives	Set Direction	Lead	5.1
3.	Treats others with respect	Rel. Mgmt.	EQ Others	5.05
4.	Treats all team members equally and without favoritism	Protect	Care	5
5.	Encourages others to show initiative and ownership in their work	Motivate	Lead	4.9
6.	Holds others accountable for their actions and performance	Manage	Lead	4.9
7.	Demonstrates discipline and follow-through	Self Aware.	EQ Self	4.81
8.	Takes responsibility for actions without blaming others	Self Mgmt.	EQ Self	4.81
9.	Provides efficient systems that help others achieve objectives	Manage	Lead	4.76
10.	Explains and personally demonstrates essential skills and abilities	Model	Develop	4.76
11.	Fosters a culture of accountability and responsibility	Model	Develop	4.76
12.	Skillfully communicates ideas and information	Teach	Develop	4.71
13.	Demonstrates behaviors and values expected from others	Model	Develop	4.71
14.	Forgives others when wronged	Self Mgmt.	EQ Self	4.67
15.	Clearly communicates a compelling vision to guide others	Set Direction	Lead	4.62
16.	Demonstrates genuine desire for others to be successful	Discover	Develop	4.57
17.	Promotes knowledge-sharing and collaboration	Teach	Develop	4.57
18.	Promotes teamwork and collaboration	Rel. Mgmt.	EQ Others	4.57
19.	Strategically engages the right people to achieve shared goals	Align	Lead	4.52
20.	Engages others in setting goals and action plans	Set Direction	Lead	4.48
21.	Encourages others to learn from mistakes and failures	Coach	Develop	4.48
22.	Able to influence the thinking and actions of others	Rel. Mgmt.	EQ Others	4.48
23.	Promotes teamwork by ensuring that individual responsibilities align with overall goals	Align	Lead	4.43
24.	Fosters enthusiasm and commitment in others	Motivate	Lead	4.43
25.	Encourages collaboration by ensuring shared understanding of goals, roles, and responsibilities	Align	Lead	4.38
26.	Shares knowledge and expertise in ways that others can implement	Teach	Develop	4.38
27.	Empowers others to set and achieve goals	Coach	Develop	4.38
28.	Recognizes and celebrates individual and shared achievements	Motivate	Lead	4.33
29.	Appropriately responds to unexpected events or problems	Manage	Lead	4.33
30.	Provides others with the resources needed to achieve goals	Align	Lead	4.29
31.	Facilitates a culture of continuous learning and improvement	Teach	Develop	4.29

Rank	Leadership Markers	Operational Aspect	Category	Overall
32.	Provides safe and appropriate work environment	Protect	Care	4.29
33.	Promotes open and effective communication	Manage	Lead	4.24
34.	Creates opportunities for others to grow	Discover	Develop	4.24
35.	Works to earn and maintain trust with others	Connect	Care	4.24
36.	Responds well to their own mistakes and failures	Self Aware.	EQ Self	4.24
37.	Effectively manages stress and pressure	Self Mgmt.	EQ Self	4.24
38.	Is approachable and accessible	Provide	Care	4.14
39.	Seeks feedback and reflects on their own behavior	Self Aware.	EQ Self	4.14
40.	Builds and maintains positive working relationships	Provide	Care	4.1
41.	Champions healthy and constructive feedback of each other	Protect	Care	4.1
42.	Provides relevant, timely, and constructive feedback	Coach	Develop	4.05
43.	Effectively manages interpersonal conflicts and disagreements	Protect	Care	4
44.	Demonstrates curiosity and interest in others by asking questions	Soc. Aware.	EQ Others	4
45.	Assists others to reach their full potential	Coach	Develop	3.95
46.	Recognizes others' specific strengths and areas for improvement	Know	Care	3.95
47.	Practically responds to the needs of others	Provide	Care	3.9
48.	Takes time to listen and understand others	Soc. Aware.	EQ Others	3.9
49.	Takes time to determine developmental needs	Discover	Develop	3.81
50.	Shows interest in the current and future goals of others	Know	Care	3.71
51.	Recognizes own personal emotions and their effects on others	Self Aware.	EQ Self	3.71
52.	Effectively adapts to changes and uncertainty	Self Mgmt.	EQ Self	3.67
53.	Engages in authentic personal interactions	Model	Develop	3.62
54.	Actively seeks to build relationships with others	Connect	Care	3.62
55.	Empathizes with others' experiences and challenges	Soc. Aware.	EQ Others	3.57
56.	Models and promotes work / life balance	Provide	Care	3.52
57.	Recognizes the feelings of others	Soc. Aware.	EQ Others	3.43
58.	Activates others by connecting to their internal drive or purpose	Motivate	Lead	3.38
59.	Facilitates longer-term development and growth of individuals	Discover	Develop	3.38
60.	Seeks to know others on a personal level	Know	Care	3.38
61.	Shows curiosity and concern for others	Connect	Care	3.38
62.	Responsive to others' emotional well-being and mental health	Rel. Mgmt.	EQ Others	3.38
63.	Demonstrates empathy and compassion	Connect	Care	3.33
64.	Anticipates the needs and preferences of others	Know	Care	3.29

Development Plan

Putting insight into action

What top three strengths are identified and how can I leverage them more effectively in my leadership?

- 1.
- 2.
- 3.

What are the three most significant areas for needed improvement mentioned and what actions can I take to address them?

- 1.
- 2.
- 3.

What are three concrete goals I can set for myself based on my Trusted Leader 360° review and what metrics will I use to measure my progress?

- 1.
- 2.
- 3.

Big picture.
Based on the feedback from my Trusted Leader 360°, my present circumstances, and my future hopes and dreams, what is the most strategic action I could take now to enhance my leadership and the next season of my life?

Leadership is not measured by the number of followers you have, but the number of leaders you develop along the way.

Overall Strength

LEAD

Strength in LEAD means not only having a clear vision, but also organizing and motivating others to work towards that vision. With this strength, you tend to naturally see the way ahead and invite the trust and participation of others to follow. As you do so, you enable your team to work together and achieve greater results. Taking initiative, communicating effectively, and making good decisions help ensure that goals are accomplished, and the team is working together effectively. To leverage this strength, continue developing your communications skills – ensuring that others not only know the **what** but also the **why** behind the work. Keep the big picture in front of others who may get lost in the details of their work. Additionally, with LEAD as your strength, work to empower those on your team to take greater ownership of their work as you provide the needed support, resources, and encouragement.

Overall Area for Growth

CARE

When CARE is weak, team members may feel undervalued, unsupported, and disconnected from their leader and the work. Lack of empathy and recognition for individual needs can lead to feelings of isolation and disengagement. To improve in this area, work to know and understand those you lead. Foster a culture of appreciation and inclusion by actively listening to those you lead, expressing gratitude for their contributions, and showing genuine concern for their well-being. Implementing regular team-building activities, one-on-one check-ins, and recognition opportunities can also help strengthen relationships and boost morale for individuals and teams.

For more information or resources concerning the Trusted Leader 360° Assessment
www.trustedleader360.com