



# GROWTH LEADER 360°

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Jan 24, 2024



# Welcome to Your Growth Leader 360 Profile!

A Growth Leader requires capabilities to deliver results, energize others and build capabilities for the future. This is true for employees at all levels of the business – although not all capabilities are important in all roles.

The Growth Leader 360 (GL360) is a personalized tool to help you understand what “right” looks like and how to focus your development for improved performance and career success. The GL360 is based on the Growth Leader Framework.

Your GL360 includes input from your stakeholders on:

- **Outcomes vs. 100% Definitions.** Stakeholders indicate how well you exhibit a capability against the ideal outcomes someone would achieve if the capability were executed perfectly
- **Importance to Develop.** Stakeholders indicate the importance of developing this capability now
- **Advice and Input.** Stakeholders provide suggestions and advice of actions you can take to improve

Your profile is compared to professionals and leaders in some great companies around the world. Don't expect all of your scores to be 'high' against this benchmark!

When reviewing your report, prioritize development in areas where:

- Many stakeholders indicate the area is important to develop
- You score lower vs. the other capabilities
- You score low in an area for an important stakeholder group (e.g., your team rating you low on Develop and Empower Talent)

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## How do I benefit from this report?

Your GL360 report helps you understand your behaviors and the impact you have at work from the perspective of different stakeholders. Most importantly, the GL360 report includes their advice and suggestions that will help you develop and have even more impact in future.

## Are the ratings anonymous?

The ratings are anonymous except for your own. If you have a manager, mentor or coach complete your Growth Leader 360, their ratings are identifiable.

## Advice and Suggestions

Traditional feedback provides comments on the past. In Produgie, stakeholders provide 'Feed Forward', which includes their advice and suggestions to help you develop and close capability gaps.

## Who sees my GL360 report?

Only you can view your results online or download the detailed report to share with others.



# About Your Growth Leader 360°

Number of responses reported: **15**

Responses gathered: **January 2, 2024 – January 20, 2024**

## Participating Stakeholders

Below are the stakeholders you nominated and those that provided you with input. Manager responses are not confidential, but input from other nominees is aggregated to protect individual confidentiality.

Role	Stakeholders Nominated	Responses Received	Responses Reported
Self	1	1	1
Manager	1	1	1
Mentor	1	1	1
Team	3	3	3
Peer	3	3	3

Role	Name	Email
Manager	Calvin	c.clement@mail.com
Mentor	Carey Hall	carey.hall@mail.com
Team	Emily Campbell	emily@mail.com
	Reggie Garcia	reggie@mail.com
	Sophia Torng	Sophia.torng@mail.com
Peer	Sarah Thompson	sarah@mail.com
	Daniel Lee	daniel.lee@mail.com
	Emily Rodriguez	Emily.rodriguez@mail.com

## How to Interpret Your 100% Definition Ratings

Scores of 80% and above indicate a strength or slight improvement opportunity.

Scores between 40–80% indicate a development opportunity.

Scores below 40% indicate a significant development opportunity.

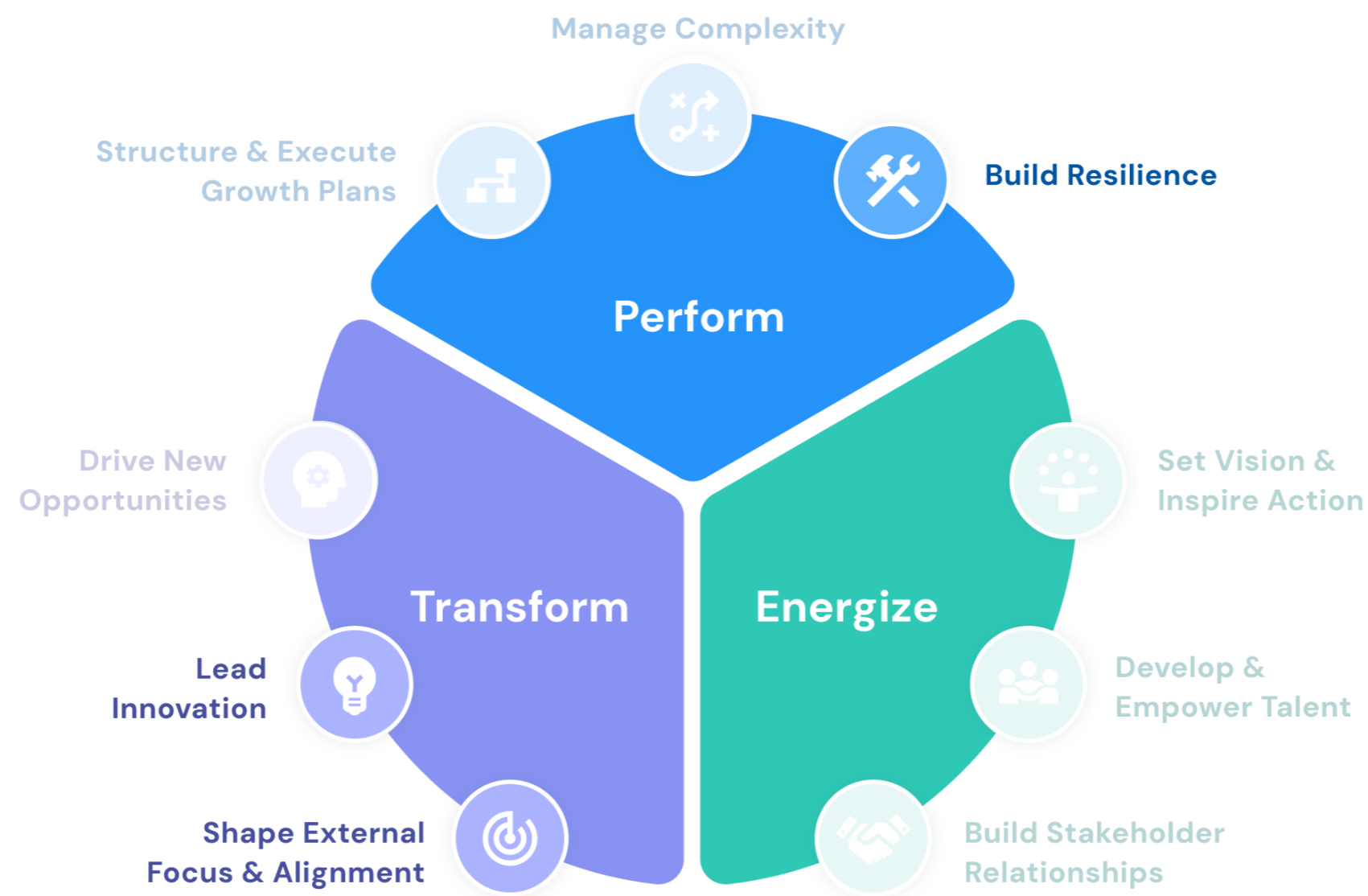
## About the Benchmark

The benchmark score is set at the 50th percentile of benchmark respondents. If your score is above benchmark, this means that you have scored higher than 50% of the benchmark database. If your scores is below benchmark, your scores is below 50% of the benchmark database.

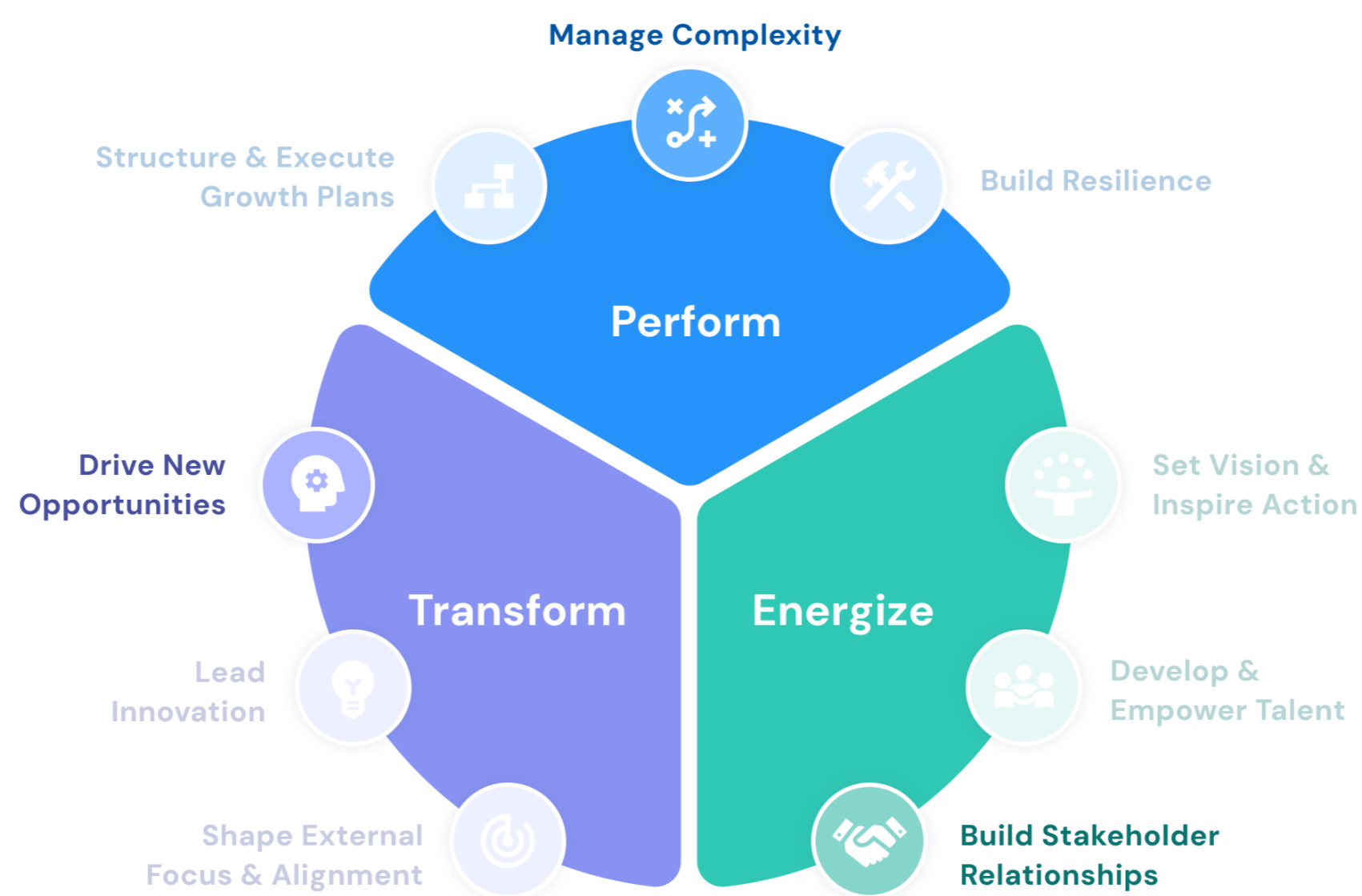


# Highest & Lowest Growth Leader Capabilities

## Highest 3 Capabilities



## Lowest 3 Capabilities



## Key Strengths

You are very creative, do not let others limit your creativity

Receptive to feedback for continuous improvement is great but to get greater impact, you need to form personal opinions.



# Importance to Development

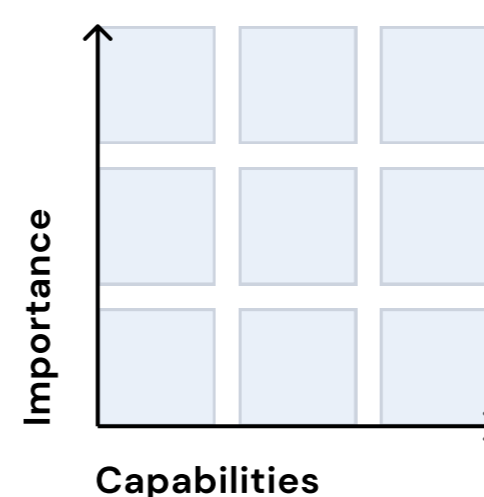
Stakeholders see different aspects of your work and may have different expectations. Use the Importance to Develop information to understand the perspective of each stakeholder group as you select capabilities to develop.

This table presents the observations of your stakeholders on your capabilities vs. the 100% Definition and how important they think it is for you to develop each capability.

	100% Definition Ratings		
	Low Opportunity to Develop	Medium Refine Capability	High Strength to Leverage
Very Important	Structure & Execute Growth Plans Manage Complexity	Build Resilience	
Moderately Important	Set Vision & Inspire Action Build Stakeholder Relationships	Develop & Empower Talent	Shape External Focus & Alignment
Not Important Now			Lead Innovation Drive New Opportunities

### Capabilities Versus Importance

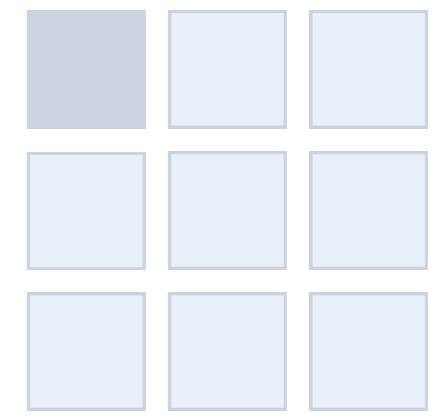
Your stakeholders' views of your capabilities and the importance to develop each.



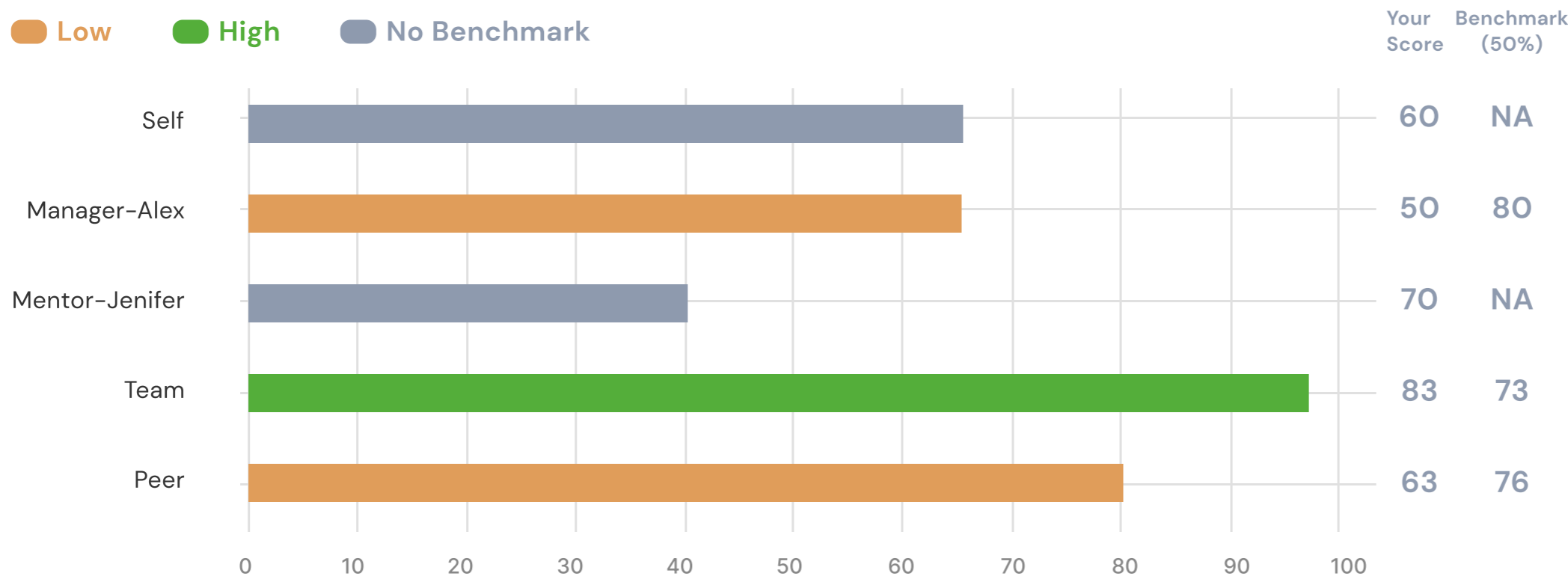
# Structure & Execute Growth Plans

Creates focus, discipline and structure needed to measure progress, closes performance gaps and delivers on priorities. Creates a performance culture where risks are raised early, and goals are delivered

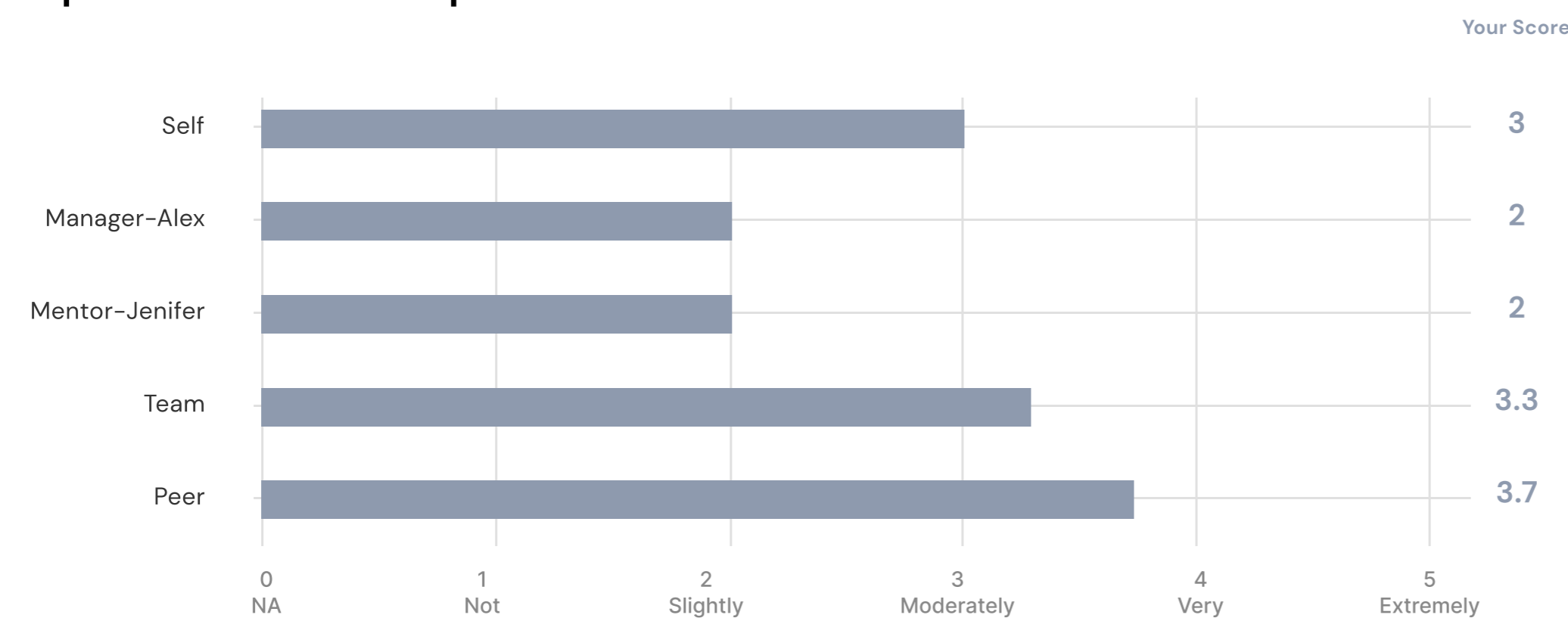
Category: Perform



## 100% Definition Ratings



## Importance to Develop

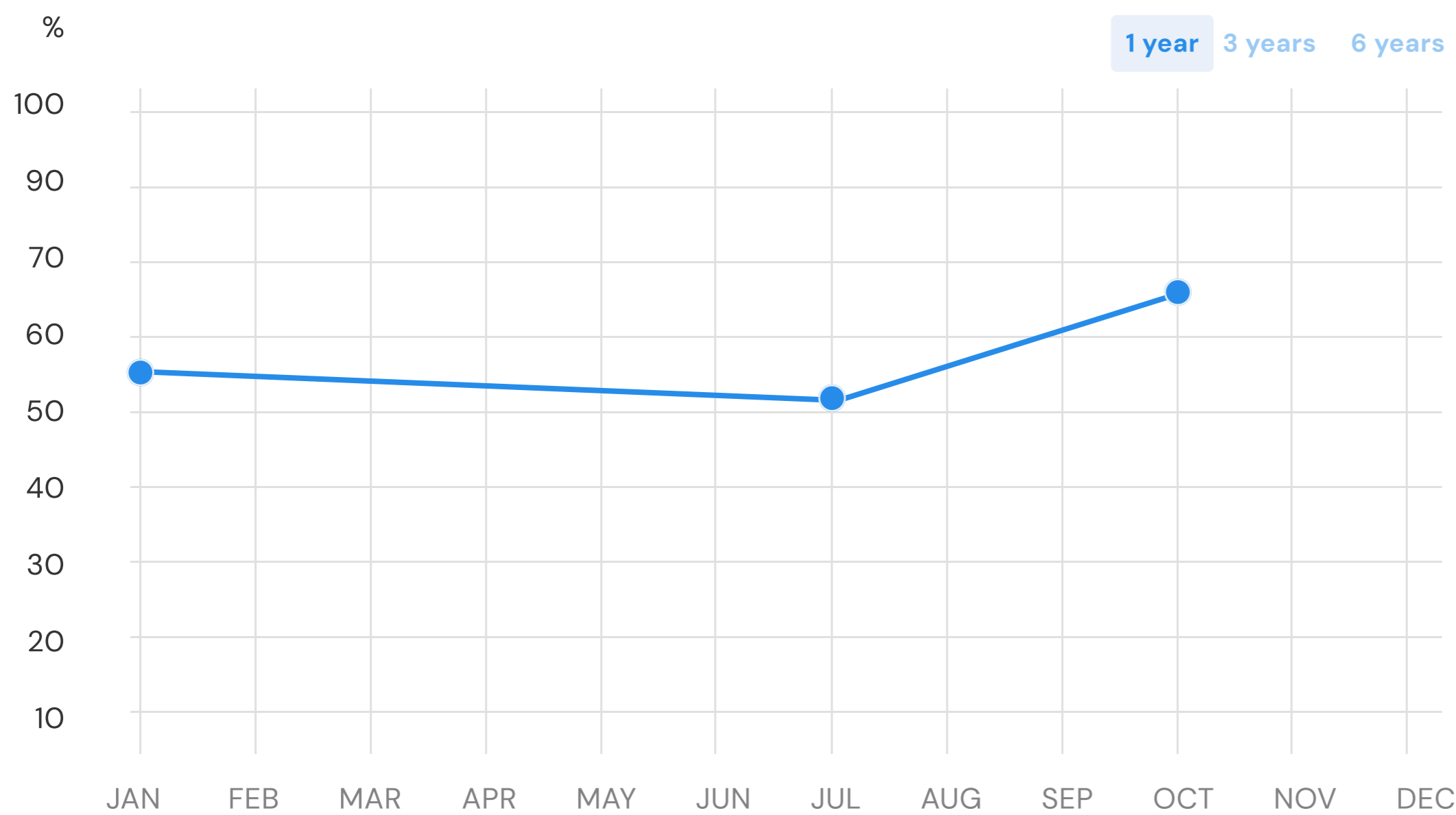


## Advice and Suggestions

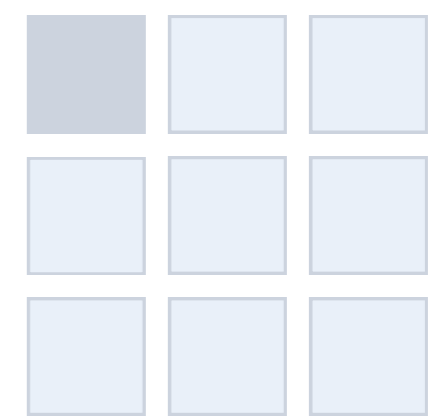
- Establish Clear Milestones. Define clear and achievable milestones within growth plans to measure progress effectively.
- Promote a Risk-Aware Culture. Encourage a culture where team members feel comfortable raising potential risks early on. Implement mechanisms for proactive risk assessment and mitigation within growth plans.
- Enhance Goal Delivery Processes. Streamline processes to ensure a smoother execution of growth goals. Implement agile methodologies or other frameworks to adapt to changing priorities effectively.
- Foster Collaboration and Accountability: Promote collaboration among team members to close performance gaps collectively. Establish a culture of accountability where individuals take ownership of their roles in achieving growth goals.



### Trend



Category: Perform



### Suggested Actions

<p><b>Define Scope</b></p> <p>Identify 1 to 2 sales processes in which you want to build better discipline (e.g., demand gen, quota setting, close rates, etc.)</p>	<p><b>Take a Course</b></p> <p>Take a course or read about sales processes and sales discipline</p>	<p><b>Learn from Others</b></p> <p>Review your plans with a peer who has great capabilities in this area to gain input and advice</p>
<p><b>Analyze Gaps</b></p> <p>Identify what is working and not working for targeted sales processes; engage your team to gather their input</p>	<p><b>Redesign Processes</b></p> <p>Work with team to redesign or refine targeted sales processes if needed (e.g., processes for inbound sales, repurchase, RFPs)</p>	<p><b>Review and Monitor</b></p> <p>Review design and implementation of target sales processes in your sales team meetings; monitor progress and related metrics</p>
<p><b>Link to Targets</b></p> <p>Set or refine your team's sales targets and stretch targets; identify how increasing discipline in sales processes will enable this</p>	<p><b>Clarify Responsibilities</b></p> <p>Clarify responsibilities for each individual, including quotas and their role in the targeted sales processes</p>	

### Behaviour Practice

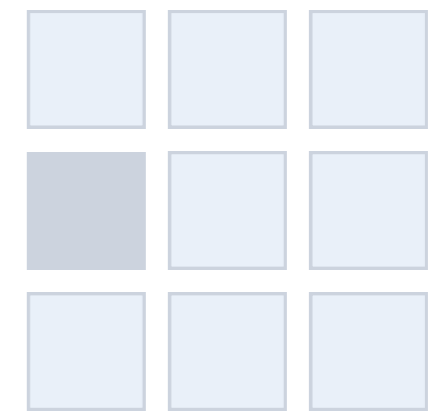
<p><b>Sales Discipline</b></p> <p>Understand the perspectives and challenges/needs of others and identify how you or your team can respond</p>	<p><b>Plan &amp; Organize</b></p> <p>Plan and organize work with clear timelines, resourcing strategies, etc. and communicates this to stakeholders</p>	<p><b>Execute Quickly</b></p> <p>Execute by getting work started quickly and focusing effort to deliver on or ahead of time</p>
<p><b>Monitor Performance</b></p> <p>Monitor performance, processes, and projects to ensure goals are met and teams understand progress and risks</p>	<p><b>Build Team Capabilities</b></p> <p>Build functional, technical, or other capabilities of team to deliver against key goals and strategies</p>	<p><b>Prioritize Customers</b></p> <p>Understand customer needs and challenges; align goals and actions to deliver against these</p>



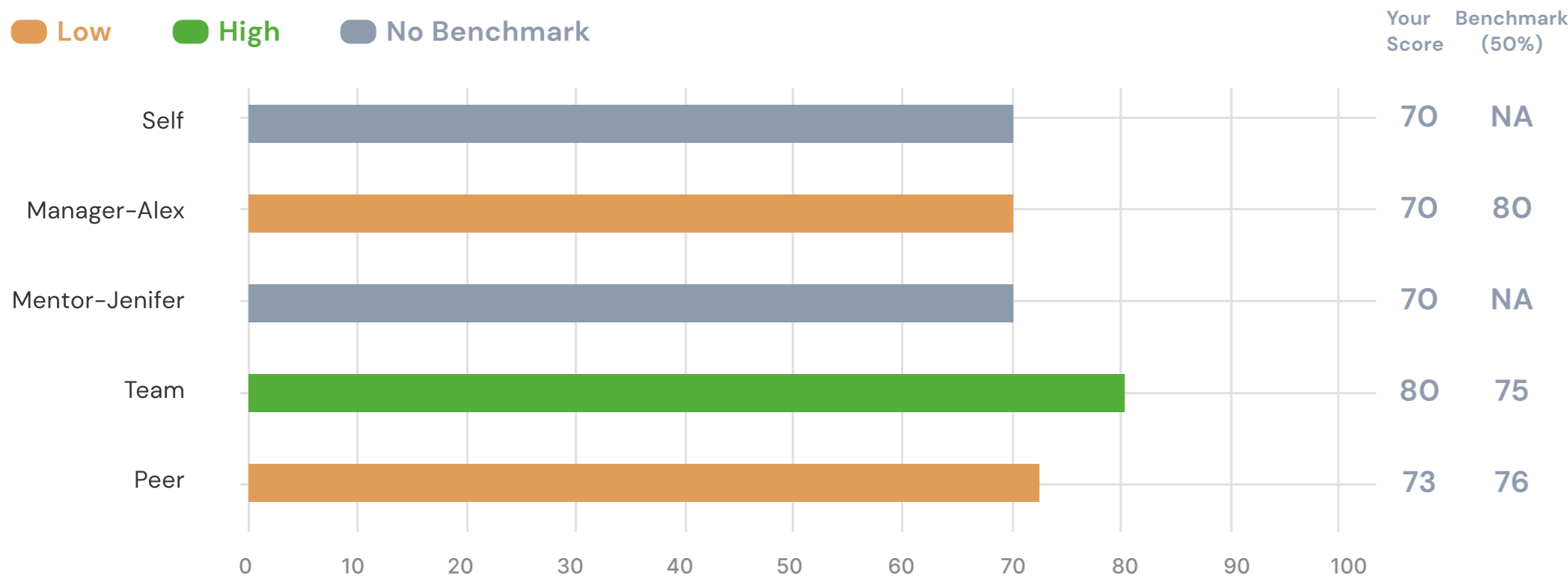
# Set Vision And Inspire Action

Sets a clear, inspiring vision for growth which motivates others to follow. Creates a sense of urgency and builds enthusiastic support for bold moves. Connects well with others; motivates them.

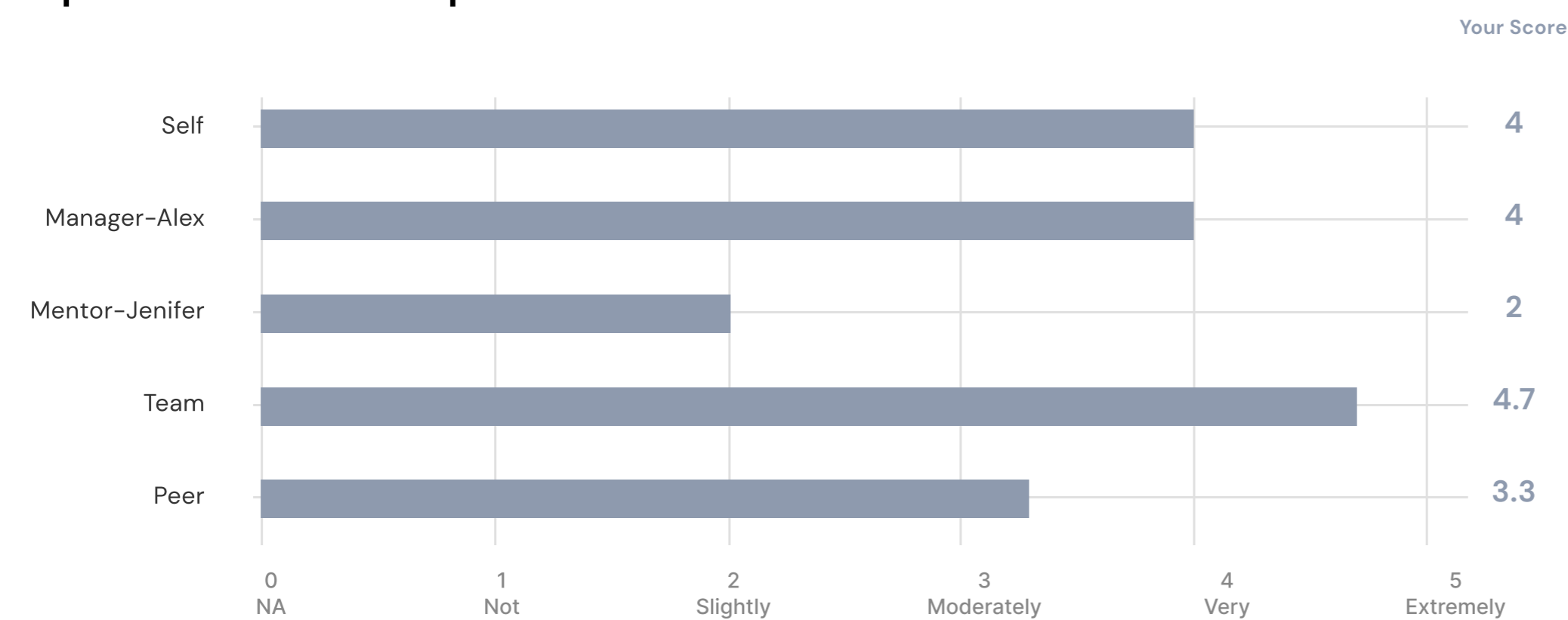
Category: Energize



## 100% Definition Ratings



## Importance to Develop



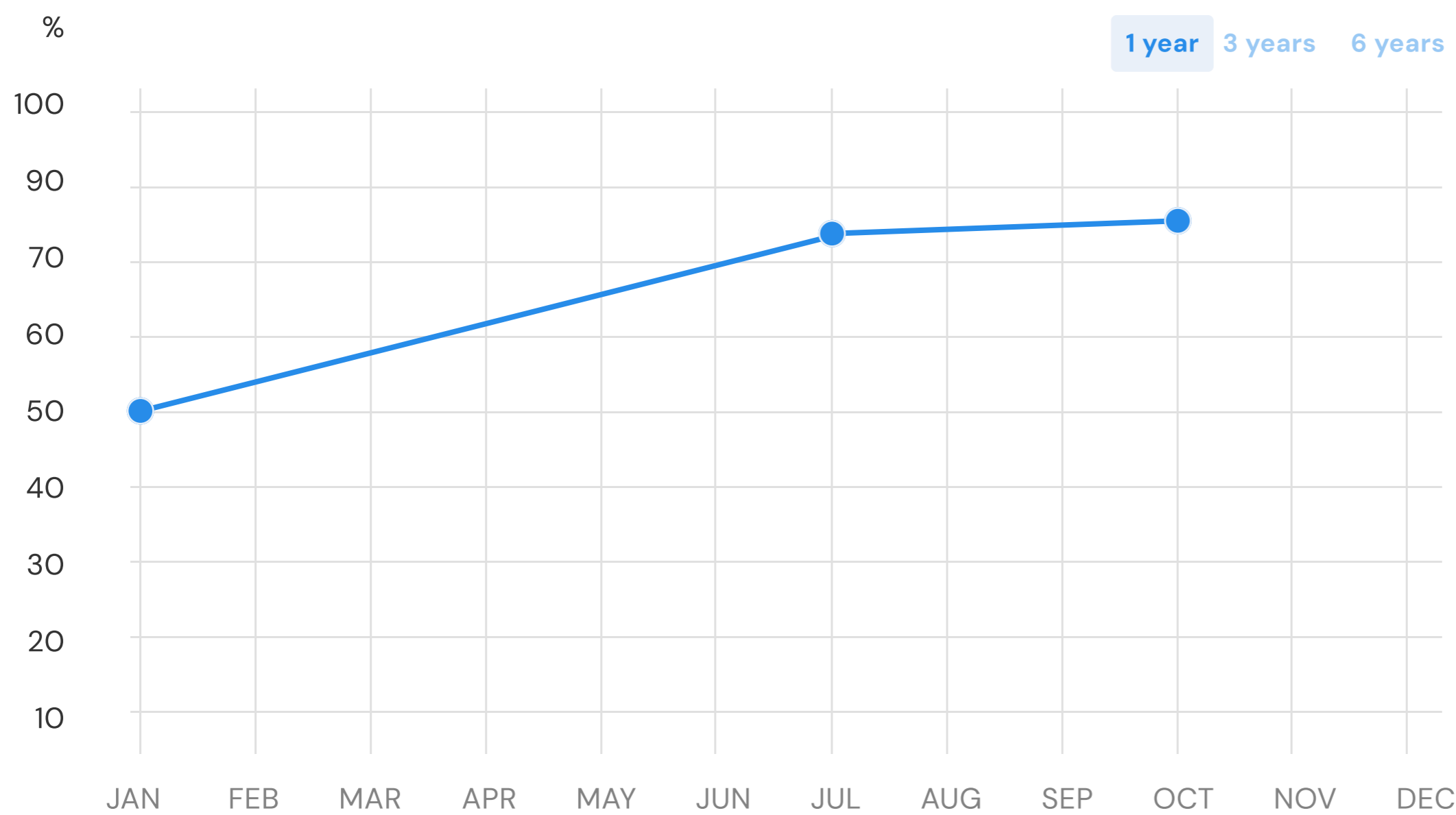
## Advice and Suggestions

- Clarify your vision and expectations for projects. Encourage others to take initiative and provide support where needed. Ask for feedback from peers and team members
- Craft Compelling Narratives: Develop clear and engaging narratives that articulate the vision for growth. Ensure stories resonate with team members, connecting emotionally to inspire action.
- Foster Open Communication: Establish a transparent and open communication channel to share the vision openly. Encourage team members to voice their thoughts, fostering a collaborative environment.
- Enhance Interpersonal Connections. Strengthen connections with team members by actively listening to their ideas and feedback. Demonstrate empathy and understanding, building trust to motivate and inspire others.

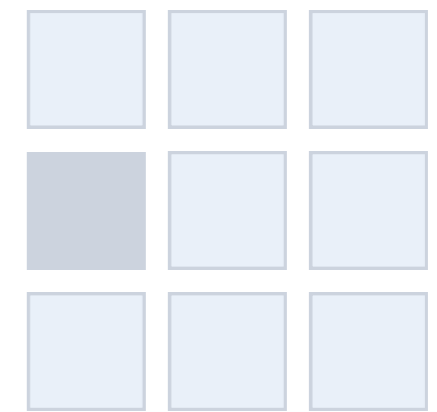




### Trend



Category: Energize



### Suggested Actions

<p><b>Brainstorm Opportunities</b></p> <p>Brainstorm opportunities by looking at external best practices and trends, reviewing customer needs, process issues, etc.</p>	<p><b>Engage Stakeholders</b></p> <p>Interview stakeholders about your opportunity list; ask about their pain points and the value they see in the initiatives.</p>	<p><b>Identify Priorities</b></p> <p>Identify 1 to 3 opportunities to pursue that add value to the organization and that motivate you.</p>
<p><b>Build Proposal</b></p> <p>Build a proposal/presentation of one opportunity, its value to the organization, and resources needed.</p>	<p><b>Align Stakeholders</b></p> <p>Present to and enlist support of key stakeholders; adapt initiative based on their input.</p>	<p><b>Plan Initiative</b></p> <p>If approved, create plan to drive initiative; if not approved, identify a new opportunity for your next development sprint.</p>

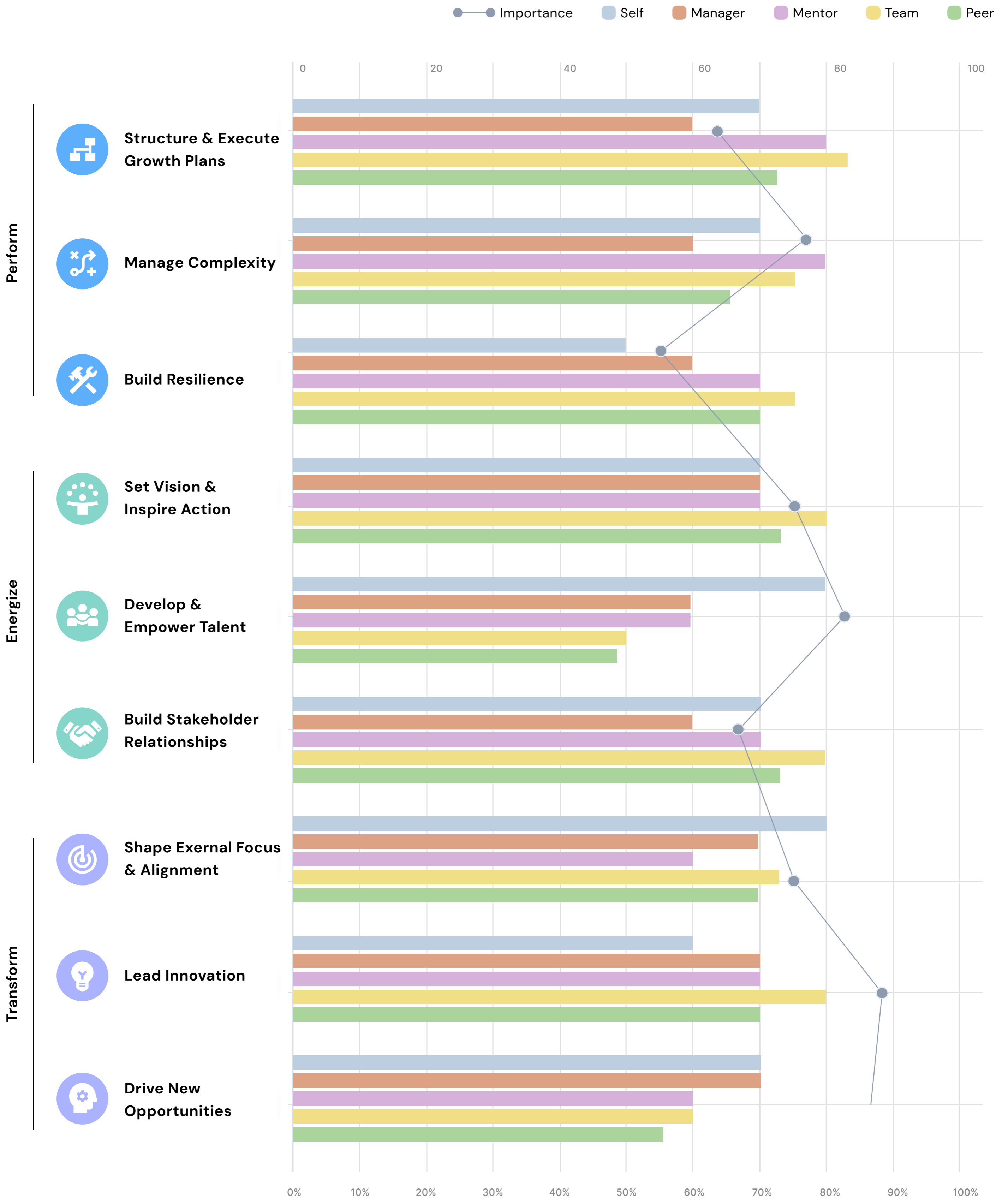
### Behavior Practice

<p><b>Empathize</b></p> <p>Understand the perspectives and challenges/needs of others and identify how you or your team can respond</p>	<p><b>Actively Listen</b></p> <p>Actively listen to others' ideas, ask for their input and opinions, etc.</p>	<p><b>Demonstrate Respect</b></p> <p>Be positive and respectful, even if others are critical, sarcastic, negative, or are complaining.</p>
<p><b>Enlist Support</b></p> <p>Communicate about the culture or values you are trying to drive; excite and enlist support of others</p>	<p><b>Role Model</b></p> <p>Role model culture or values you are trying to drive in the organization</p>	<p><b>Inspiring Message</b></p> <p>Present or communicate an inspirational message by painting a picture of the future and using this to motivate support</p>












# Snapshot of Stakeholder Views

This snapshot includes a summary of each stakeholder groups' views of your behaviors and outcomes vs. the 100% Definitions and how important they believe each area is for you to develop. If fewer than 3 stakeholders in a category complete the 360, their input is combined into an 'Others' category to protect confidentiality.



## Capability Rank Order (Self vs. Manager, Peers, Direct Reports)

This table shows each capability and its rank order by stakeholder group. A rank order of '1' means this stakeholder group has rated the capability highest of the 9 capabilities. The table may show no value if a stakeholder source has insufficient data.







	Overall rank order	Myself	Manager -Calvin	Mentor -Carey	Team	Peer
 <b>Structure &amp; Execute Growth Plans</b>	6	8	9	6	1	8
 <b>Manage Complexity</b>	5	4	7	1	5	7
 <b>Build Resilience</b>	7	9	8	5	4	4
 <b>Set Vision &amp; Inspire Action</b>	1	3	1	2	2	1
 <b>Develop &amp; Empower Talent</b>	9	2	5	7	9	2
 <b>Build Stakeholder Relationships</b>	2	5	6	3	4	3
 <b>Shape External Focus &amp; Alignment</b>	4	1	2	8	7	5
 <b>Lead Innovation</b>	3	7	3	4	3	6
 <b>Drive New Opportunities</b>	8	6	4	9	8	9



## Recommended Development Sprints

Below are suggested Sprints based on Produgie recommendations. These can be initiated within your Account.

### Recommended from Structure & Execute Growth Plans

 <b>Sales Discipline</b> Improve sales discipline and operational execution to drive sales growth	 <b>Time Management</b> Improve own efficiency and time management to deliver key priorities faster	 <b>Project Planning</b> Implement project planning process to improve coordination and delivery
 <b>Plan &amp; Monitor</b> Plan, monitor and execute key deliverables; ensure metrics and processes in place	 <b>High Standards</b> Set high standards and communicate to your project team and stakeholders	 <b>Align Stakeholders</b> Align stakeholders on critical few goals or priorities to focus delivery

### Recommended from Manage Complexity

 <b>Strategy 1: Discover</b> Strategy: Discover. Gather and analyze market & customer trends, identify internal needs	 <b>Ambiguous Challenge</b> Lead a project/initiative that is ambiguous and complex and stretches your skills	 <b>Change: Build Support</b> Build support and lead others through a change or transformation project
 <b>Strategy 3: Design</b> Strategy: Design. Complete strategy plan/solution and begin implementation	 <b>Change: Create Strategy</b> Create a change strategy and plan for a complex change or transformation	 <b>Robust Decisions</b> Make robust decisions when complexity, risk or impact is high

### Recommended from Build Resilience

 <b>Practice Self-Compassion</b> Understand and practice self-compassion for greater well-being and resilience	 <b>Practice Gratitude</b> Understand and practice gratitude for greater well-being and resilience	 <b>Calm Under Pressure</b> Remain composed and calm when in highly stressful meetings or projects
 <b>Stretch Challenge</b> Improve personal wellbeing practices and routines to build resilience	 <b>Personal Wellbeing</b> Improve personal wellbeing practices and routines to build resilience	 <b>Job Demands</b> Manage job demands and resources to manage adversity and stress more effectively

