



LeaderLens 360™

SIGNATURE

Leadership Feedback Report

PREPARED FOR

Sample Report

Vice President, Clinical Operations • Harborview Health Partners

September 2026

CONFIDENTIAL

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The LeaderLens 360™ | Signature

Feedback that turns perspective into progress.

ABOUT THIS REPORT

Leading well takes clarity, practice, and consistency. This report is an investment in supporting you in this effort—a clearer view of your leadership today and a practical starting point for choosing what to strengthen next.

LeaderLens 360™ | Signature brings your perspective together with feedback from the people who work with you to show how others experience your leadership. It helps you recognize strengths, explore potential blind spots, and identify where focused development could make the greatest difference.

Each assessment reads your leadership through two connected lenses: the level you lead at today and the level above it. Questions reflect the scope of each level, so the feedback speaks to how you lead now and how your leadership can grow.

◆ Current level

Feedback from you, your manager, and eligible rater groups shows how consistently you demonstrate the behaviors expected in your role today.

THE LEADERSHIP LEVELS

L1 Leading Individuals

Creating results directly through a team.

L2 Leading Leaders

Leading through others, and connecting a team of direct and non-direct reports.

L3 Leading the Enterprise

Leading a major company function and acting as a steward of the overall organization.

Your levels are shown on your Leader profile, page 07.

◆ Next level

You and your manager weigh your behaviors against the level above. These results fuel a development conversation; they don't establish promotion readiness.

FROM FEEDBACK TO FOCUSED DEVELOPMENT

Your report and facilitated debrief tie your feedback back to The LeaderCode, so you can read the patterns, understand the differences, and commit to development priorities that matter. Read your results in context: your role, your experience, and how much opportunity your raters have had to observe you.

One or two priorities, on purpose.

Use your scores, written feedback, and business priorities to choose where to focus. Define what you will do differently, practice it in your everyday work, and ask for feedback to track your progress.

Built on The LeaderCode™

The framework behind consistent leadership performance.

LeaderLens 360™ is grounded in The LeaderCode™, TalentWise's proprietary leadership framework designed to help leaders turn effective behavior into consistent, sustainable performance.

Developed from more than 20 years of leading, assessing, and coaching leaders across organizations, cultures, and leadership styles, The LeaderCode translates recurring patterns of leadership success into clear, observable behaviors. It gives leaders a practical way to understand what effective leadership requires, practice it consistently, and adapt it as their responsibilities grow.

THE FRAMEWORK CONNECTS THREE ESSENTIAL COMPONENTS:

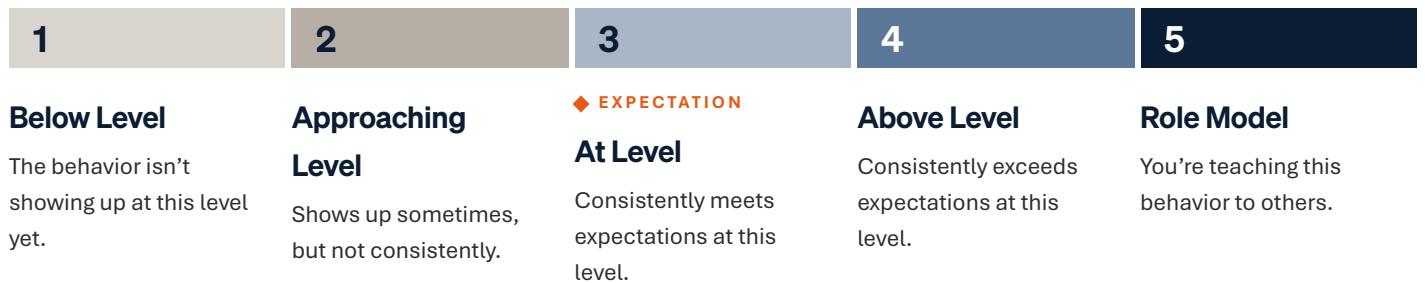


LeaderLens 360™ brings this framework into focus through feedback on how others experience your leadership. Your assessment, facilitated debrief, coaching, and development use the same language—connecting what you learn to what you practice next.

The goal is leadership success that becomes repeatable: behaviors you apply consistently, progress others can observe, and performance you can sustain.

Reading your results

Ratings describe demonstrated behavior relative to the leadership level being assessed. There are five response levels.



HOW AVERAGES ARE CALCULATED

Self-ratings are shown separately and excluded from the All Raters average. Every contributing rater carries equal weight. N/A and unanswered items are excluded; they never count as zero.



Self shown apart



All Raters

Manager, peers, and direct reports · one rater, one equal share

AVERAGES AND SCORE BANDS

A score of 4.62 is Above Level; your coach may describe it as trending toward Role Model. Small differences may not mean much on their own. At Level is solid, not finished, and can still be a development priority.



1 2 3 4 5

WORKED EXAMPLE · ONE AREA, FOUR PERSPECTIVES

Illustrative values

	1	2	3	4	5	AVG	BAND
Self				◆		4.40	Above Level
Manager			■			3.80	At Level
Peers				□		4.20	Above Level
Direct reports			◇			2.90	Approaching Level

The same area can land in different bands for different perspectives. Here, direct reports experience the behavior below the expectation while self and peers see it above. That difference is the conversation, not the average.

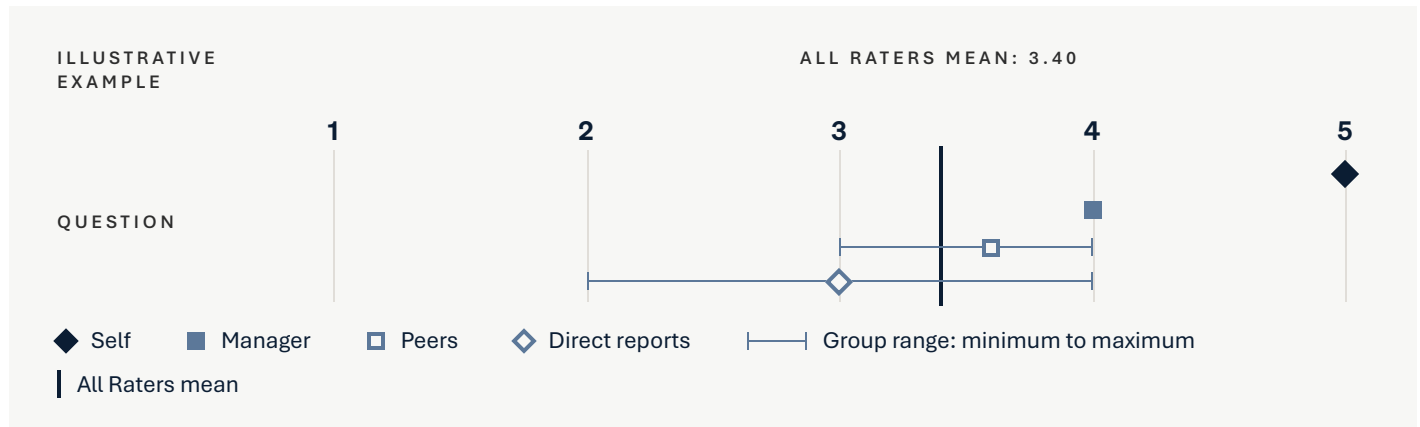
Read in order

Patterns across areas → Differences between perspectives → Question-level detail →

Comments for examples

Understanding the charts

The examples below explain the report's visual language. They're illustrative and don't describe this participant.



01 Position on the scale

A marker farther to the right means a higher rating against the assessed level. Individual responses use whole numbers; group averages can contain decimals.

02 Agreement and differences

Markers close together suggest similar average perspectives. Overlapping markers can hide one another, so check the detailed results and comments before drawing conclusions.

03 Summary bars and detailed results

Summary bars show area averages. Detailed pages break each area down to individual questions. A question-level range runs from the lowest to the highest whole-number response in the group, and its marker shows the mean; in the Peers example, responses span 3 to 4 with a mean of 3.6. Area averages can contain decimals because they summarize multiple questions. All Raters is an aggregate, not a separate respondent group.

PARTICIPATION AND CONFIDENTIALITY

◆ Missing and combined results

An unavailable result is not a zero. N/A is not evidence of poor performance. Authorized combinations of groups are labeled Blended.

◆ Written feedback

Read comments for examples and recurring themes, not for authorship. Don't try to identify respondents.

◆ Access and sharing

This report is for you and authorized recipients, for development purposes. Confirm handling of written feedback with your practitioner.

◆ What to share

Share your development commitments with the colleagues who can help you keep them. Share the full report only with authorized recipients.

02

SECTION 02
Insight

Leader profile

The participant, assessed leadership levels, assessment window, and response counts.

LEADER

Sample Report

Vice President, Clinical Operations · Harborview Health Partners

Company	Harborview Health Partners
Role	Vice President, Clinical Operations
Tenure at company	13 years, 10 months
Time in current role	5 years, 5 months
Current level	L2 · Leading Leaders
Next-level view	L3 · Leading the Enterprise
Team	14 direct reports
Assessment window	August 15, 2026 to September 15, 2026
Report	September 2026

RATER PANEL

11 of 11 invited responded
100% response rate

Self 1 of 1

Manager 1 of 1

Peers 5 of 5 · 100%

Direct reports 4 of 4 · 100%

Group scores appear when reporting requirements are met. Grouping reduces the risk of identifying individual responses.

THE LEVEL THIS REPORT ASSESS

L2 Leading Leaders

Assesses a leader's ability to lead successfully through other leaders.

L3 Leading the Enterprise

Assesses a leader's ability to lead a core organizational function while also serving as a steward of the broader enterprise.

THE NINE AREAS

We assessed the foundational skills that support effective leadership:

KNOW YOUR ROLE

LEAD YOURSELF

WORK WITH OTHERS

And the six leadership behaviors that drive consistent performance:

PURPOSE

DIRECTION

CAPABILITY

ACCOUNTABILITY

ENGAGEMENT

RESULTS

Your leadership at a glance

The people around you experience a steady, reliable leader who delivers. The clearest opportunity is to make direction visible to the leaders who report to you, and to build the bench behind them.

4.38 Know Your Role Highest-rated area by others → p. 10	+0.93 Direction Largest gap: you rate yourself higher → p. 11	−0.77 Engagement Others rate you higher than you do → p. 11	3.16 Capability Lowest-rated area by others → p. 10
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BUILD ON A dependable foundation Know Your Role, Results, and Purpose are rated 4.32 or higher by others. Your manager calls you “the most dependable operator on my team.” → p. 15 Commitments are kept: “Delivers on the commitments they make by the deadline they agreed to” is a top-rated question at 4.73. → p. 12	RECOGNIZE Strengths you may understate Engagement is rated 4.37 by others against your 3.60. Direct reports describe calm support and trust. → p. 22 Lead Yourself is rated higher by every other group than by you. Peers call you the “steadiest presence in the executive group.” → p. 16	EXPLORE Two areas to explore Direction: direct reports rate it 2.60 against your 4.20. Ten of eleven comments ask for the longer-term picture and the choice behind the work. → p. 19 Capability: every perspective rates it 3.00 to 3.40. Your manager names bench strength “the thing I would fix first.” → p. 20
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WHERE TO LOOK NEXT

How do the nine areas compare across perspectives?	The numbers behind the picture	10
Where does my view differ from others’?	How your view compares	11
Which specific behaviors drive the scores?	The questions that stood out	12
What did people write about Direction?	Direction	19
What changes at the next level?	How expectations change	13
Where do I choose my priorities?	Choose what matters most	26

LOOKING AHEAD

At the next level, Capability is rated 2.40 by you and 2.20 by your manager. The work expands to organizational design and the leadership pipeline.

→ p. 13

How you lead today

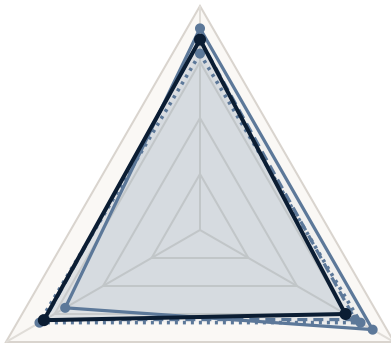
The foundation supports leadership in the current role. The six behaviors describe how leaders put that foundation into practice.



THE FOUNDATION

Three skills beneath the six behaviors

Know Your Role



Work With Others

Lead Yourself

THE SIX BEHAVIORS

How the foundation shows up in practice

Purpose

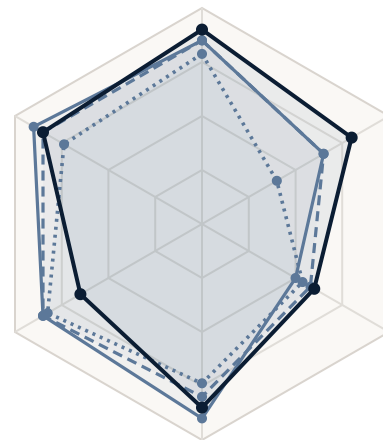
Results

Direction

Engagement

Capability

Accountability



Similar shapes indicate similar average ratings. Where the shapes pull apart, perspectives differ, and those differences are prompts for discussion. The exact numbers, ranges, and agreement are on the next page.

THE FOUNDATION

Know Your Role

Understanding what you are responsible for, having the expertise to deliver it, seeing how your work creates value, and operating within the edges of your role.

Lead Yourself

The inward half of the foundation: character and integrity, resilience and self-management, and self-awareness.

Work With Others

The outward half of the foundation: communication, emotional intelligence, and collaboration.

WHAT THE SIX BEHAVIORS MEAN

Purpose

Creating one shared purpose that leaders across the function align to and use in decisions.

Capability

Building leadership bench strength through talent reviews, succession planning, coaching, and stretch roles.

Engagement

Strengthening culture across teams through modeled behavior, cross-boundary trust, communication rhythms, and action on engagement data.

Direction

Translating strategy into coordinated goals, sequencing, and decision ownership across multiple teams.

Accountability

Building shared accountability across teams through joint metrics, escalation paths, and cross-team performance reviews.

Results

Delivering through leaders and systems: business reviews, process improvement, early intervention, and short/long-term balance.

The numbers behind the picture

Leading Leaders · L2. Each marker is an average from one perspective against the expectations of your current level. Agreement shows how closely your manager, peers, and direct reports align with one another.

◆ Self ■ Manager □ Peers ◇ Direct reports — Group range | All Raters mean

AREA	1	2	3	4	5	SELF	MGR	PEERS	DR	AGREEMENT*
THE FOUNDATION										
Know Your Role						4.40	4.60	4.40	4.15	Moderate
Lead Yourself						4.00	4.56	4.20	4.31	Moderate
Work With Others						4.22	3.78	4.20	4.31	Moderate
THE SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™										
Purpose						4.60	4.40	4.40	4.15	High
Direction						4.20	3.60	3.60	2.60	Split
Capability						3.40	3.00	3.32	3.15	High
Accountability						4.40	4.60	4.20	3.95	Split
Engagement						3.60	4.40	4.40	4.30	High
Results						4.40	4.60	4.40	3.95	Split

*Agreement: High when the three rater groups sit within 0.35 of each other, Moderate within 0.60, Split beyond. Next-level ratings appear on page 13.

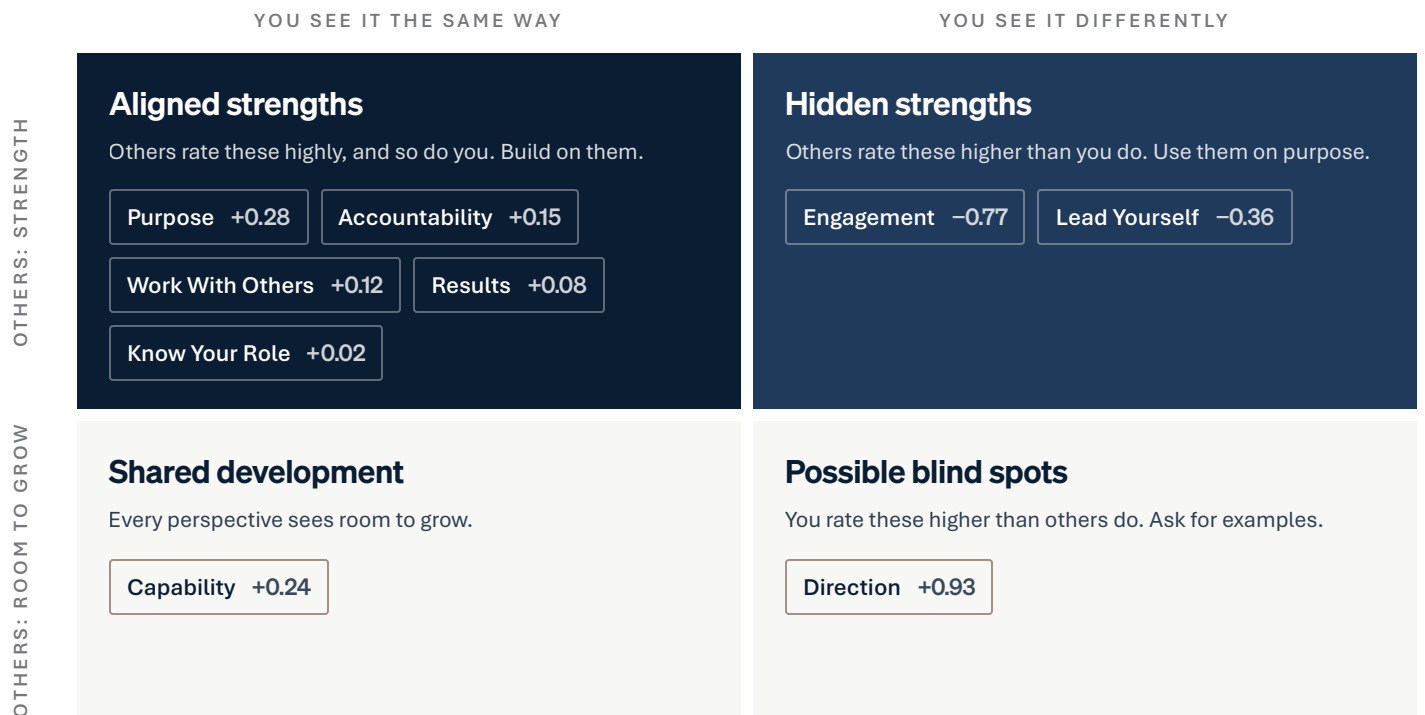
READ THE PATTERN ACROSS PERSPECTIVES

Your manager, peers, and direct reports agree most on Capability, Purpose, and the foundation. They are most split on Direction, where direct reports rate you a full point below your manager and peers. Ask what each group sees, then turn to the comments and question detail.

How your view compares

Start with the patterns, then explore the evidence. The map below places each of the nine areas by two questions: do others see it as a strength, and do you see it the same way?

The number beside each area is the gap: your self-rating minus the average of your manager, peers, and direct reports. Positive means you rate yourself higher.



01 A dependable foundation

Current-level Know Your Role averages range from 4.15 to 4.60 across perspectives. Your manager describes you as the “most dependable operator on my team.” Reliability is a strength to bring into your development work.

03 Look closely at leadership depth

Current-level Capability averages sit between 3.00 and 3.40. Your manager identifies bench strength and cover as concerns, which makes leadership depth worth exploring if continuity and succession are pressing needs.

Direction and Capability are candidates to explore, not decisions made by the report.

02 Explore how direction reaches your teams

Your Direction self-rating is 4.20; manager and peers are both 3.60, and direct reports are 2.60. One writes, “I could not describe the three-year plan if asked.” Explore how priorities and trade-offs become clear to your leaders.

04 Consider broader scope separately

At the next level, Capability is rated 2.40 by you and 2.20 by your manager. The expectation expands to organizational design, investment, and pipeline. These observations support a conversation; they do not establish readiness.

The questions that stood out

The ten highest and ten lowest-rated current-level questions, All Raters. They show the specific behaviors behind the area scores. Read the left column from the highest-rated question down; the right column counts down to the lowest-rated question, 01.

RATED HIGHEST · ALL RATERS

01	Delivers on the commitments they make by the deadline they agreed to · KNOW YOUR ROLE	4.73
02	Escalates decisions that are outside their authority instead of making them alone · KNOW YOUR ROLE	4.73
03	Addresses drift when a team's actions run counter to the function's shared purpose · PURPOSE	4.73
04	Turns engagement feedback into specific actions for leaders · ENGAGEMENT	4.73
05	Responds to critical feedback without becoming defensive · LEAD YOURSELF	4.64
06	Puts what serves the broader business ahead of what serves only their own area · WORK WITH OTHERS	4.64
07	Avoids sacrificing long-term capability to hit short-term targets · RESULTS	4.64
08	Holds their leaders accountable for shared outcomes, not just their own team's results · ACCOUNTABILITY	4.55
09	Knows the standard their work must meet without needing it re-explained · KNOW YOUR ROLE	4.36
10	Keeps learning new skills as their role and tools evolve · KNOW YOUR ROLE	4.36

RATED LOWEST · ALL RATERS

10	Makes explicit trade-off decisions when teams compete for the same capacity · DIRECTION	3.73
09	Places high-potential leaders into stretch roles that develop them · CAPABILITY	3.55
08	Spends regular coaching time with the leaders who report to them · CAPABILITY	3.27
07	Maintains succession plans for the function's critical roles · CAPABILITY	3.27
06	Holds regular talent reviews covering the leaders in their function · CAPABILITY	3.27
05	Communicates direction so consistently that every team hears the same priorities · DIRECTION	3.27
04	Names a single owner for each major cross-team decision · DIRECTION	3.27
03	Sequences work across teams so dependencies are handled in the right order · DIRECTION	3.27
02	Translates the function's strategy into specific goals for each team · DIRECTION	2.91
01	Evaluates leaders on future potential, not only current results · CAPABILITY	2.82

03 SECTION 03 The next level

How expectations change

The same six behaviors remain relevant as scope broadens. The work changes from leading leaders and functions to leading the enterprise. Next-level results reflect only your perspective and your manager's.

BEHAVIOR	CURRENT · L2	NEXT · L3	1	2	3	4	5
Purpose	Align leaders around shared purpose	Shape enterprise purpose and culture	Self 3.60				Mgr 3.80
Direction	Translate strategy across teams	Set strategic direction and enterprise focus	Self 3.40				Mgr 2.80
Capability	Build bench strength and leadership depth	Build organizational capability	Self 2.40				Mgr 2.20
Accountability	Create cross-team accountability	Drive enterprise accountability	Self 3.40				Mgr 3.60
Engagement	Strengthen culture across functions	Sustain enterprise engagement and trust	Self 3.00				Mgr 3.80
Results	Deliver through leaders and systems	Deliver enterprise performance and impact	Self 3.60				Mgr 3.80

◆ Self ■ Manager Scale 1–5 against L3 expectations

Direction: enterprise choices and focus

Your self-rating is 3.40 and your manager's is 2.80. The expectation expands from coordinating strategy across teams to making enterprise choices, aligning senior leaders, and setting a small number of priorities. Discuss which opportunities have let you demonstrate this work, and where more practice is needed.

Capability: organization-wide capacity

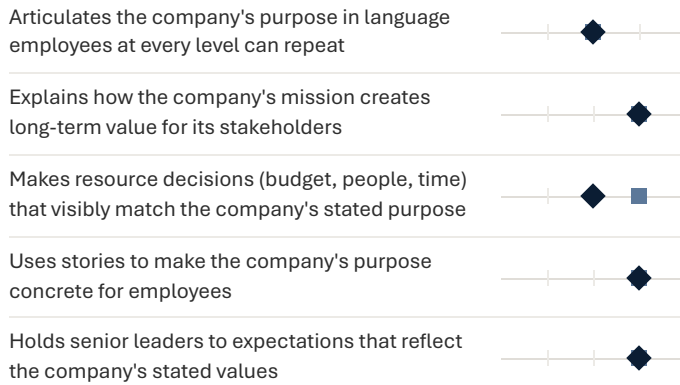
Your self-rating is 2.40 and your manager's is 2.20. The expectation expands from leadership depth within the function to the organization's design, capability investment, and leadership pipeline aligned with strategy.

Current- and next-level ratings use different questions and expectations. A numerical difference between them is not a measure of readiness, and these observations do not predict performance in a future role. The Leadership Foundation is assessed once, in the context of the current role.

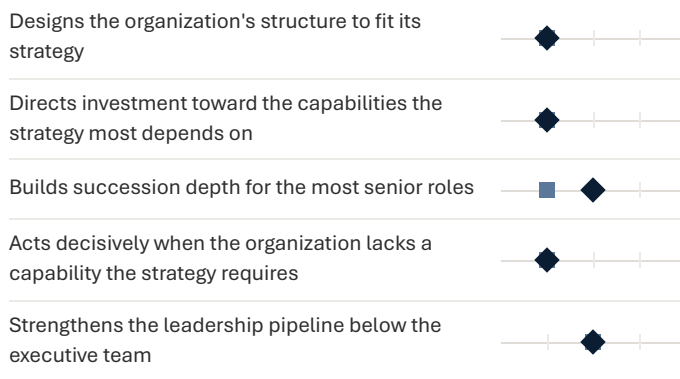
Next-level question results

Leading the enterprise. Every question behind the six behaviors, with your rating and your manager's. Use these to choose development experiences.

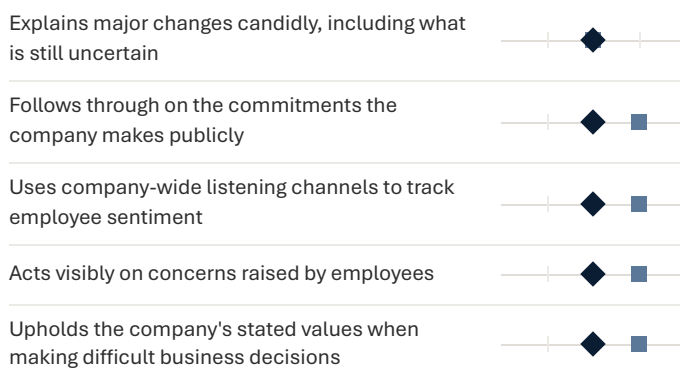
Purpose Self 3.60 · Mgr 3.80



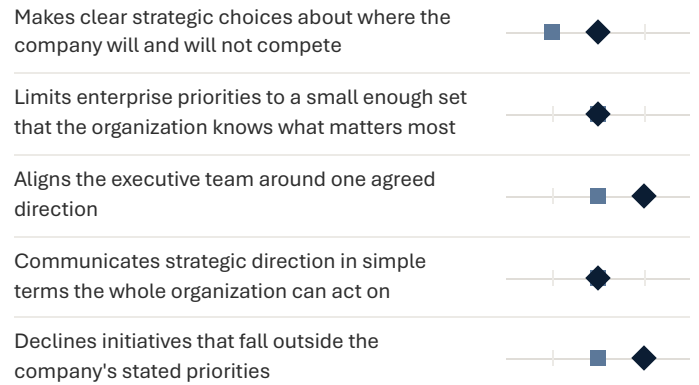
Capability Self 2.40 · Mgr 2.20



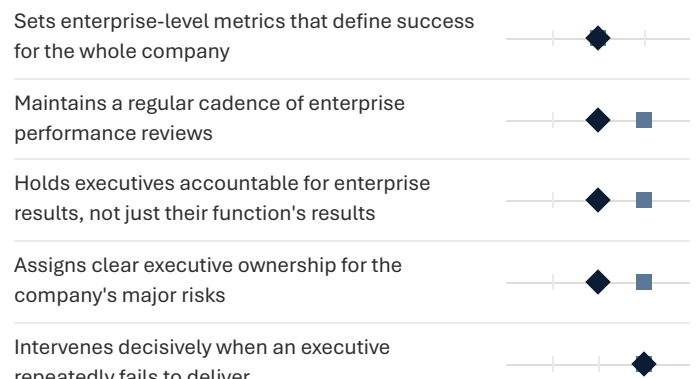
Engagement Self 3.00 · Mgr 3.80



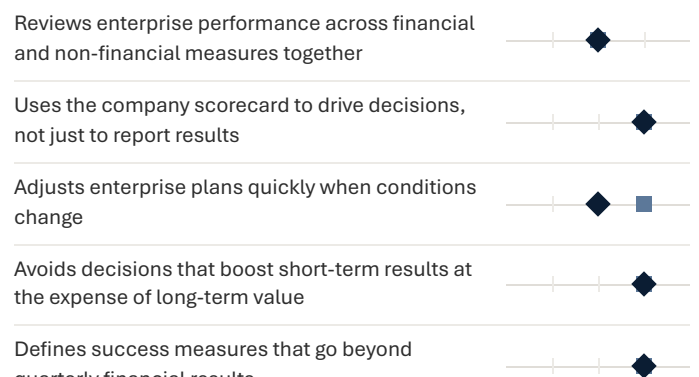
Direction Self 3.40 · Mgr 2.80



Accountability Self 3.40 · Mgr 3.60



Results Self 3.60 · Mgr 3.80



◆ Self ■ Manager Scale 1–5 against L3 expectations

04 SECTION 04 Behavior and comment detail

THE FOUNDATION · 01

Know Your Role

Understanding what you are responsible for, having the expertise to deliver it, seeing how your work creates value, and operating within the edges of your role. The foundation of credibility.

UNDERSTAND EXPECTATIONS

BUILD EXPERTISE

DELIVER WITH RESPONSIBILITY

CONNECT TO THE BUSINESS

SELF VS. OTHERS

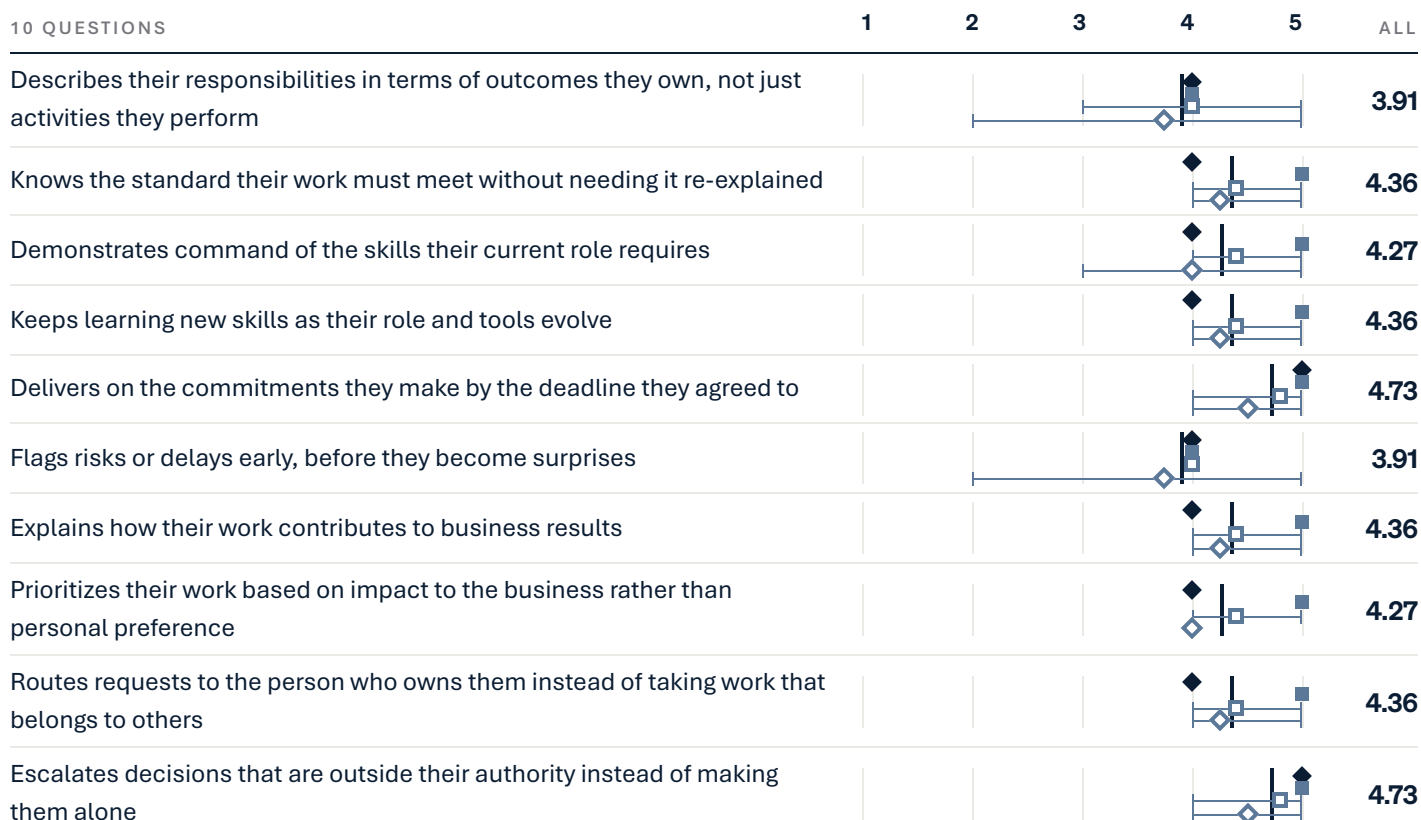
→ p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.40	4.38	+0.02

10 QUESTIONS



◆ Self ■ Manager □ Peers ◇ Direct reports — Group range | All Raters mean

WHAT THIS SUGGESTS

Ratings are relatively strong across perspectives. The manager's comments reinforce dependable delivery. Discuss how clarity about responsibilities helps you keep commitments.

REFLECT

Which habits make your reliability visible, and how could you use those habits to support a development priority?

ONE PRACTICE TO TRY

Name the one risk you are watching at each monthly review and share it early. You already do this well; make it a norm for the leaders who report to you.

THE FOUNDATION · 02

Lead Yourself

The inward half of the foundation: character and integrity, resilience and self-management, and self-awareness. The foundation of trust.

- CHARACTER & INTEGRITY
- RESILIENCE & SELF-MANAGEMENT
- SELF-AWARENESS

SELF VS. OTHERS → p. 11

Hidden strength

Others rate this higher than you do.

SELF	OTHERS	GAP
4.00	4.36	-0.36



◆ Self ■ Manager □ Peers ◇ Direct reports — Group range | All Raters mean

WHAT THIS SUGGESTS

Your manager, peers, and direct reports rate this area more highly than you do. Explore the habits that help you stay steady under pressure and respond to feedback.

REFLECT

What keeps you steady under sustained pressure, and what would protect your energy over the next six months?

ONE PRACTICE TO TRY

Hand one recurring portfolio decision to a named deputy for the next quarter, and review how it went together.

THE FOUNDATION · 03

Work With Others

The outward half of the foundation: communication, emotional intelligence, and collaboration. Where inner work shows up in how you treat people.

- COMMUNICATION
- EMOTIONAL INTELLIGENCE
- COLLABORATION

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.22	4.10	+0.12



Self Manager Peers Direct reports Group range All Raters mean

WHAT THIS SUGGESTS

Your manager’s average is lower than the other perspectives. Ask for examples of effective collaboration and moments when adapting your approach would help.

REFLECT

Which recent moment would your manager point to where a different approach would have changed the outcome?

ONE PRACTICE TO TRY

In your next three cross-service meetings, summarize the other person’s view before giving yours. Bring peers in at design, not consultation.

BEHAVIOR 01
SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Purpose

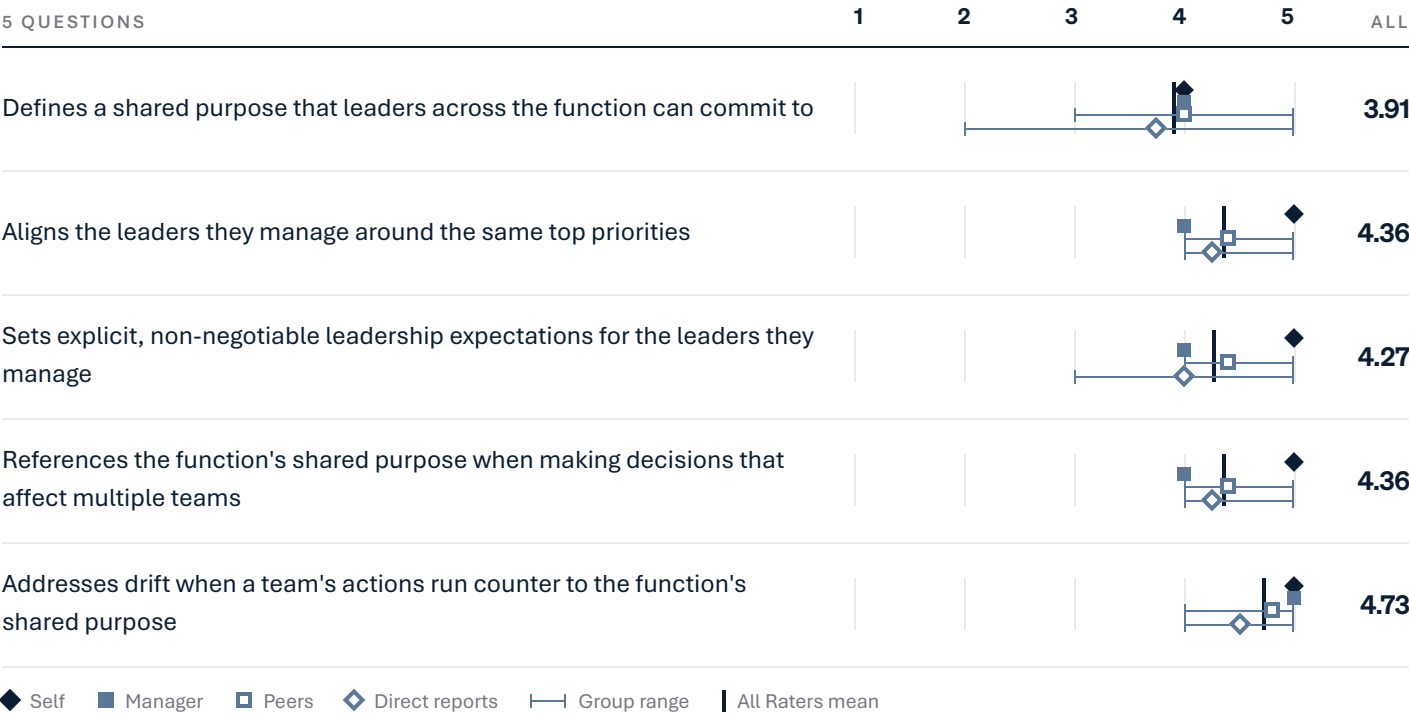
Creating one shared purpose that leaders across the function align to and use in decisions.

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.60	4.32	+0.28



WHAT THIS SUGGESTS

Ratings range from 4.15 to 4.60. Explore how clearly your leaders connect shared purpose with priorities and daily decisions.

REFLECT

How clearly do the leaders who report to you connect shared purpose to the trade-offs they make each week?

ONE PRACTICE TO TRY

Open your next leadership meeting by asking each leader to name one decision this month that purpose shaped.

BEHAVIOR 02
SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Direction

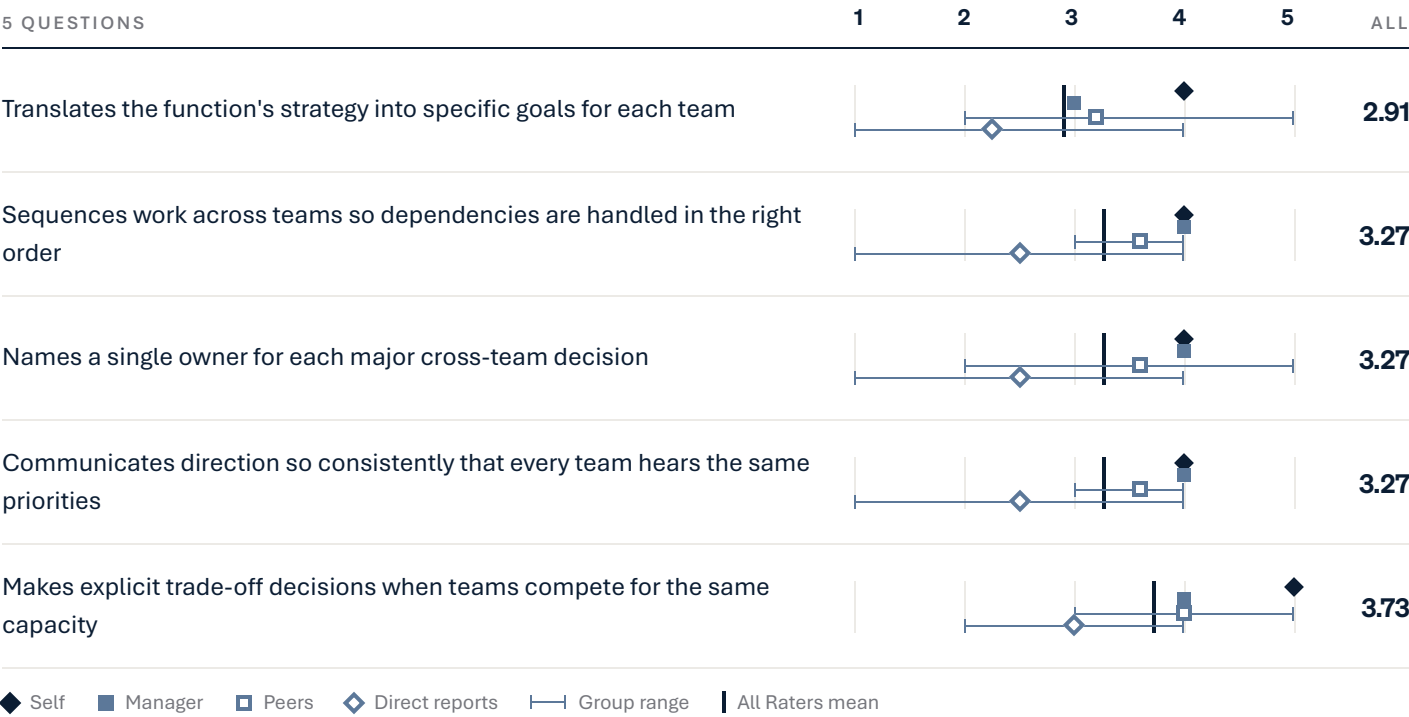
Translating strategy into coordinated goals, sequencing, and decision ownership across multiple teams.

SELF VS. OTHERS → p. 11

Possible blind spot

You rate this higher than others do. Ask for examples.

SELF	OTHERS	GAP
4.20	3.27	+0.93



WHAT THIS SUGGESTS

The direct-report average is 2.60 compared with your 4.20. Comments about the longer-term picture make clarity of direction an important topic to explore.

REFLECT

Where do leaders need more clarity about priorities, trade-offs, and the reason behind the work?

ONE PRACTICE TO TRY

Write a one-page three-year view for the function: what you will do, what you won't, and why. Test it with your direct reports.

BEHAVIOR 03
SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Capability

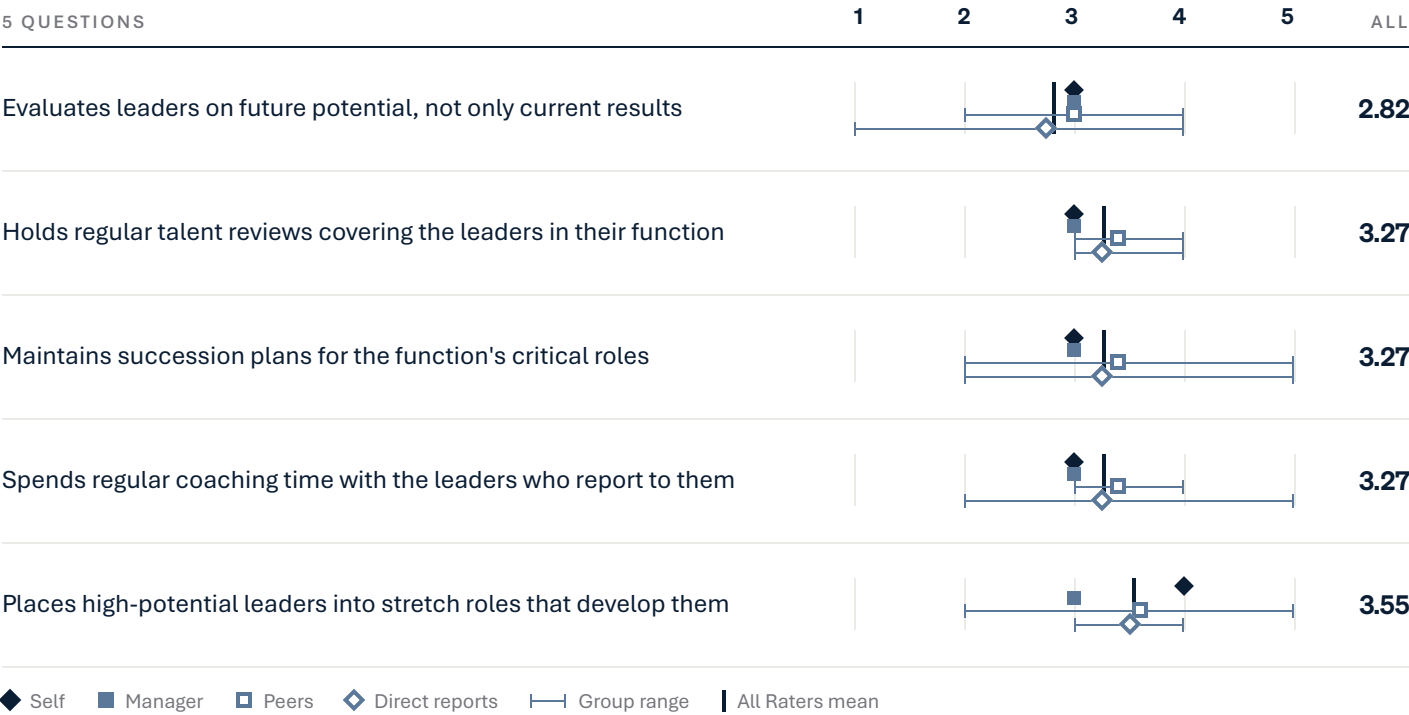
Building leadership bench strength through talent reviews, succession planning, coaching, and stretch roles.

SELF VS. OTHERS → p. 11

Shared development area

Every perspective sees room to grow.

SELF	OTHERS	GAP
3.40	3.16	+0.24



WHAT THIS SUGGESTS

Ratings are closely grouped from 3.00 to 3.40. Comments about cover and succession add context. Discuss the critical roles where stronger leadership depth would matter most.

REFLECT

Which two critical roles would create the greatest risk if their leader left tomorrow, and who could step in?

ONE PRACTICE TO TRY

Map cover for each critical role across your four services. For any role without credible cover, agree an owner and a date.

BEHAVIOR 04
SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Accountability

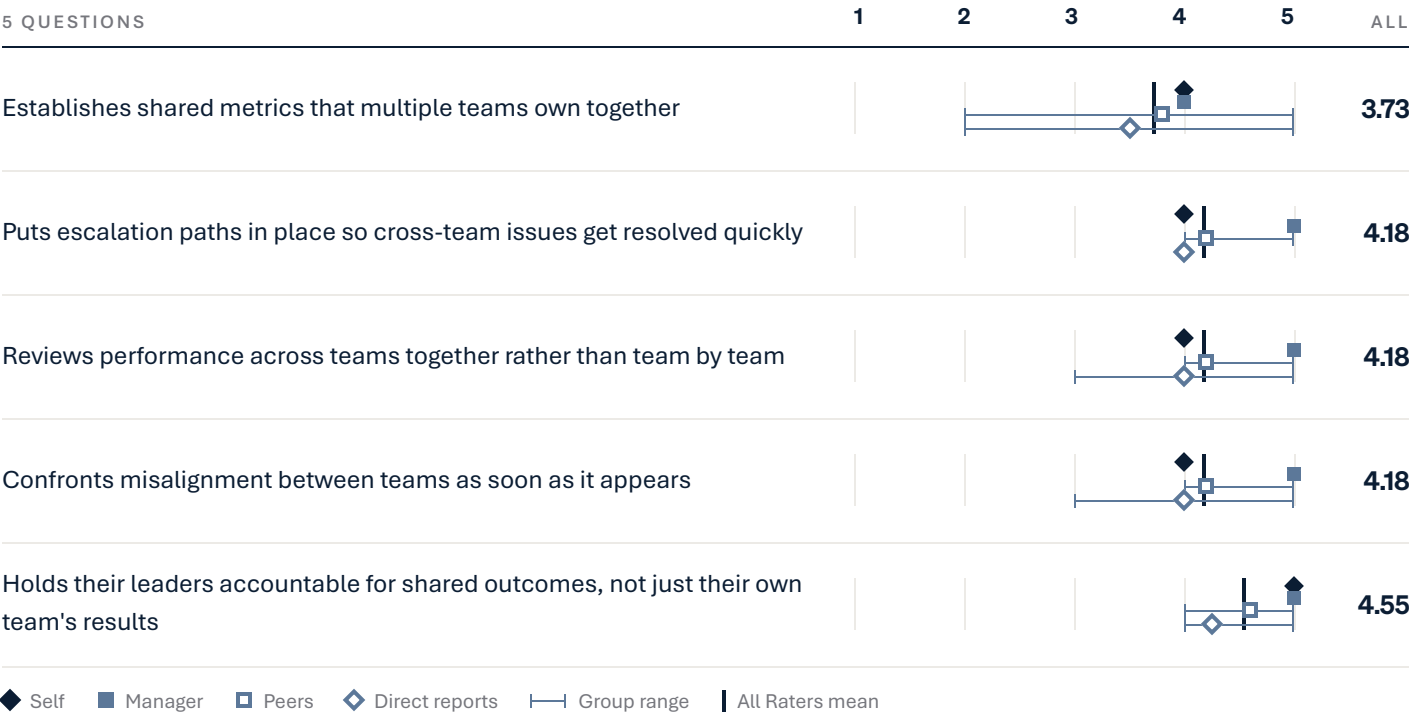
Building shared accountability across teams through joint metrics, escalation paths, and cross-team performance reviews.

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.40	4.25	+0.15



WHAT THIS SUGGESTS

The manager average is 4.60 and the direct-report average is 3.95. Explore how shared outcomes, ownership, and escalation work across teams.

REFLECT

Where do shared outcomes break down between teams, and who owns the escalation when they do?

ONE PRACTICE TO TRY

Add one shared metric to your cross-team review and name a single owner for it.

BEHAVIOR 05
SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Engagement

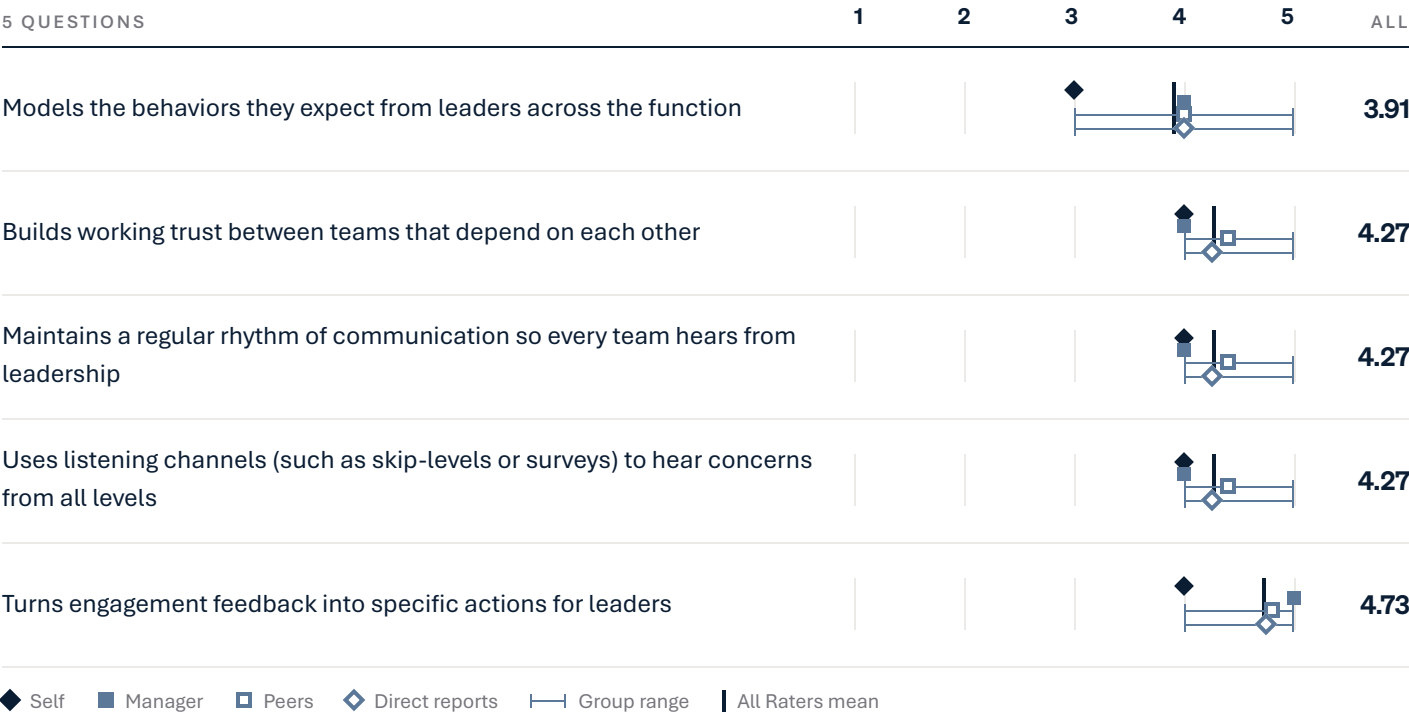
Strengthening culture across teams through modeled behavior, cross-boundary trust, communication rhythms, and action on engagement data.

SELF VS. OTHERS → p. 11

Hidden strength

Others rate this higher than you do.

SELF	OTHERS	GAP
3.60	4.37	-0.77



WHAT THIS SUGGESTS

The other perspectives rate Engagement more highly than you do. Direct reports describe calm support and trust. Identify the practices they value and how to sustain them.

REFLECT

What do others experience that you may overlook, and what examples would help you understand the difference?

ONE PRACTICE TO TRY

Ask two direct reports what you do that makes them feel supported, then keep doing it on purpose.

BEHAVIOR 06
SIX LEADERSHIP BEHAVIORS THAT DRIVE CONSISTENT PERFORMANCE™

Results

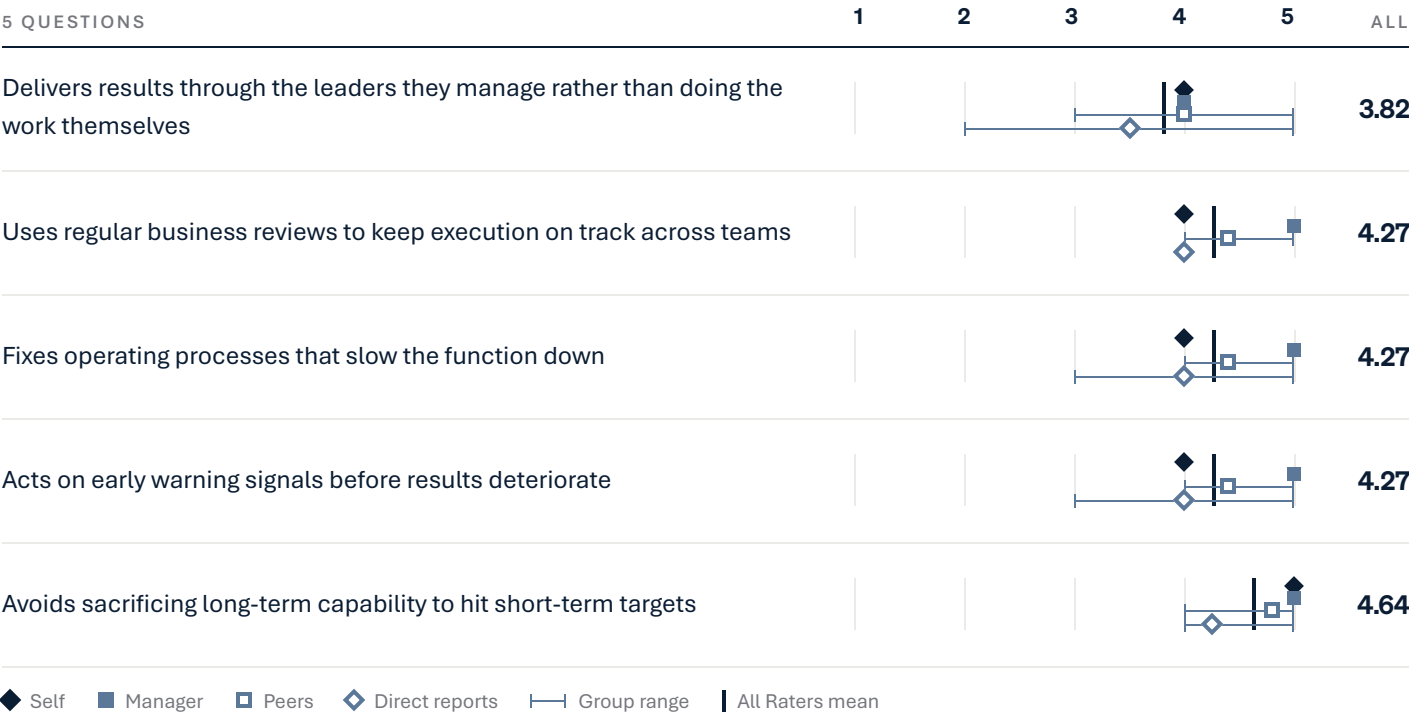
Delivering through leaders and systems: business reviews, process improvement, early intervention, and short/long-term balance.

SELF VS. OTHERS → p. 11

Aligned strength

Perspectives agree this is a strength.

SELF	OTHERS	GAP
4.40	4.32	+0.08



WHAT THIS SUGGESTS

Manager and peer ratings reinforce a relative strength in delivery. Explore how reliable execution can support longer-term direction and leadership depth.

REFLECT

How could reliable execution create room for longer-term direction and leadership depth?

ONE PRACTICE TO TRY

In one business review a month, spend the last fifteen minutes on next year rather than this quarter.

In their own words

Written feedback grouped by rater perspective. Read it alongside the ratings, looking for examples and recurring themes.

Self 4 COMMENTS

“ I am not yet operating at the level above. I can run the system I have; I have not yet shown I can reshape it.

“ My own energy is the constraint. I have been carrying two portfolios for nine months and the team can tell.

“ Purpose is the thread I hold on to. Every service change I have led has been argued from what it does for patients, and that has never failed me.

“ Since the winter surge I have been better at holding a line on scope rather than absorbing every new demand.

Manager 5 COMMENTS

“ Bench strength is the thing I would fix first. Two of the four services have no credible cover.

“ Has grown at bringing bad news early, which has changed how much I can rely on the forecast.

“ Self-command under sustained pressure is exceptional. Two winters of this and the standard has not moved.

“ The most dependable operator on my team. Nothing is dropped and nothing is oversold.

“ The step up is about enterprise direction. Today the answer is always how to run the service better rather than whether the service should exist in this shape.

Peers 15 COMMENTS

“ Brings the clinical and the operational together better than anyone else at this table.

“ Cross-service planning still starts too late for us to influence it.

“ Delivers what is agreed and says clearly when something cannot be done.

“ Depth in the team below is thinner than the results suggest.

“ Direction across the wider system is the remaining step, and it is a real one.

“ Fair, direct and unusually good at separating the problem from the people in it.

“ Has taken on the hardest service in the group and stabilized it.

“ Has visibly grown in the last year at framing a choice for the board rather than presenting a plan.

“ I would like the strategy conversation to start from the whole system rather than from the four services owned here.

“ I would like to be brought in earlier on service redesign rather than at consultation.

“ Steadiest presence in the executive group and the person everyone checks with before committing.

“ Straight, prepared, and reliable on anything agreed jointly.

“ The one gap is horizon. The conversation is about this year rather than about where the system needs to be in three.

“ The standard set for quality is not negotiable here, and that has changed the tone of the whole group.

“ Turns a difficult joint problem into something we can both act on within a week.

Direct reports 12 COMMENTS

“ Available when it matters and calm when it is going badly.

“ Cover for key roles is a genuine risk and it has been raised more than once without a plan following.

“ Feedback is honest and delivered privately, and I have never been surprised by a review.

“ Has invested real time in my step up this year and it has made a difference.

“ My own development has come from projects I found rather than from a plan anyone made with me.

“ Protects the team's time and says no upwards when the ask is unreasonable, which is rare.

“ Sets the tone for how we treat each other, and it holds even on the worst weeks.

“ Strategy arrives as a set of tasks. I would like to understand the choice behind it.

“ The direction for the next two years is not clear to me, and I am asked about it by my own team.

“ The long-range picture is the missing piece. I could not describe the three-year plan if asked.

“ Trusts us to run our own services and steps in only when asked.

“ We are told what to do this quarter but not where any of it is heading.

05

SECTION 05
From insight to action

Choose what matters most

01 Start with the business outcome Identify the outcome that matters most over the next six months, and where stronger leadership would improve it.	02 Weigh the evidence Look for patterns across ratings and comments. A lowest score does not automatically identify the most useful priority.	03 Consider strengths as well as gaps Decide what to strengthen, what to apply more deliberately, and what to practice for broader responsibility.	04 Choose a behavior you can practice Name the action, who will experience the change, and the support you need. Focus on what others can observe.	05 Agree how you will review progress Record the outcome, first action, evidence of progress, and review date. Revisit it with your manager or practitioner.
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Two areas to explore

These suggestions connect the feedback to possible action. Confirm their relevance to your business priorities before making a commitment.

DIRECTION Make priorities clear EVIDENCE Current-level ratings are Self 4.20, Manager 3.60, Peers 3.60, and Direct reports 2.60. One direct report writes, “Strategy arrives as a set of tasks. I would like to understand the choice behind it.” BUSINESS RELEVANCE Would clearer priorities and trade-offs improve coordination or execution in the work that matters most now? POSSIBLE PRACTICE Explain the choices behind the priorities, then ask leaders to describe what those choices mean for their teams. EVIDENCE OF PROGRESS Leaders can explain the direction and use it to make trade-offs.	CAPABILITY Strengthen leadership depth EVIDENCE Current-level ratings range from 3.00 to 3.40. Your manager writes, “Bench strength is the thing I would fix first. Two of the four services have no credible cover.” BUSINESS RELEVANCE Which critical roles create the greatest continuity or succession risk for the function? POSSIBLE PRACTICE Review those roles with your leaders, identify cover and development needs, and agree actions with owners and dates. EVIDENCE OF PROGRESS Credible cover and development actions are in place and reviewed.
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Use your strength in dependable delivery to make the chosen action routine. Select one or two commitments; you do not need to act on every gap.

Turn patterns into choices

Reflect on the left as part of your debrief. Use the prompts on the right with your practitioner. Ground the conversation in examples and choose the action that matters most.

YOUR DEBRIEF

What feels familiar in this feedback, and what surprised you?

Which comment would you most like to understand better, and what example would help?

Which strength do others see that you tend to discount?

If one thing changed in six months, what would you want your direct reports to say?

WITH YOUR PRACTITIONER

01 Start with your reaction

What feels familiar, what surprises you, and what evidence would help you understand the feedback?

02 Explore the current-level difference

Direction is rated 4.20 by you and 2.60 by direct reports. What might explain their experience of priorities and trade-offs? What examples would you ask for?

03 Consider broader responsibility

For next-level Capability, what enterprise work have you and your manager observed? What opportunity would help you practice broader capability-building?

04 Choose for business impact

Which behavior would make the greatest difference to your effectiveness and business priorities? What strength will you use, and what will you make room for?

05 Make the commitment observable

What will you do, who will experience the change, and what will they notice? When will you begin, and when will you review progress?

MY PRIORITY AND THE BUSINESS OUTCOME IT SUPPORTS

Write it in one sentence.

Your development plan

Connect one chosen priority to a business outcome, a specific action, and evidence others can observe. Complete one plan for each commitment. On screen, your entries save as you type and export as a one-page plan for your manager.

PRIORITY BEHAVIOR / ASSESSED LEVEL	BUSINESS OUTCOME THIS WILL SUPPORT
WHAT I WILL DO DIFFERENTLY	WHEN I WILL PRACTICE
STRENGTH I WILL USE	SUPPORT I NEED, AND FROM WHOM
WHAT OTHERS WILL NOTICE	EVIDENCE OF PROGRESS
FIRST ACTION AND DATE	REVIEW DATE AND WITH WHOM

FIRST 120 DAYS

◆ Day 30

Start and tell people

◆ Day 60

Ask for examples of change

◆ Day 90–120

Review evidence and adjust

Follow-through and support

Keep the chosen behaviors visible in your everyday work. Agree on a follow-up rhythm with your manager or practitioner and record what changes.

Start with a commitment

Choose the action you will practice first, when you will use it, and the business outcome it supports. Make it specific enough for others to notice.

Ask for ongoing feedback

Tell relevant colleagues what you are working on. Ask what is improving and what still needs attention, without asking them to defend their original ratings.

Review your progress

Use your agreed review dates to discuss evidence, obstacles, and support. Update the plan as you learn which actions make the greatest difference.

Leverage LeaderLens CheckPoint™

LeaderLens CheckPoint™ is a follow-up assessment designed to reinforce development and track progress at the 120-day mark. It brings together your perspective and your manager's feedback to review changes in your leadership behaviors, recognize progress, and identify where continued focus is needed.

Recommended resources

Matched to the two areas to explore. Most growth comes from experience on the job, so start there.

	DIRECTION	CAPABILITY
Experience	Lead the three-year service strategy for one service line, from options to board paper.	Run a talent review for your four services with HR, covering potential as well as performance.
Relationship	Ask a peer on the executive group to review your direction narrative before it goes to your teams.	Pair each direct report with a named successor candidate and meet the pairs quarterly.
Learning	The LeaderCode™ · Direction: translating strategy into coordinated goals and trade-offs.	The LeaderCode™ · Capability: talent reviews, succession, coaching, and stretch roles.

Support for your development

DEVELOP

Use The LeaderCode™ development pathway to practice the behaviors identified through your assessment.

COACH

Work with a practitioner or executive coach to interpret feedback, test assumptions, and sustain your commitments.

ADVISE

Where broader support is needed, TalentWise advisory connects leadership development with team priorities and business plans.

For assessment questions or support, contact your assigned practitioner or TalentWise.

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LeaderLens 360™

SIGNATURE

Feedback that turns
perspective into progress.



Powering Business Performance Through Talent.

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