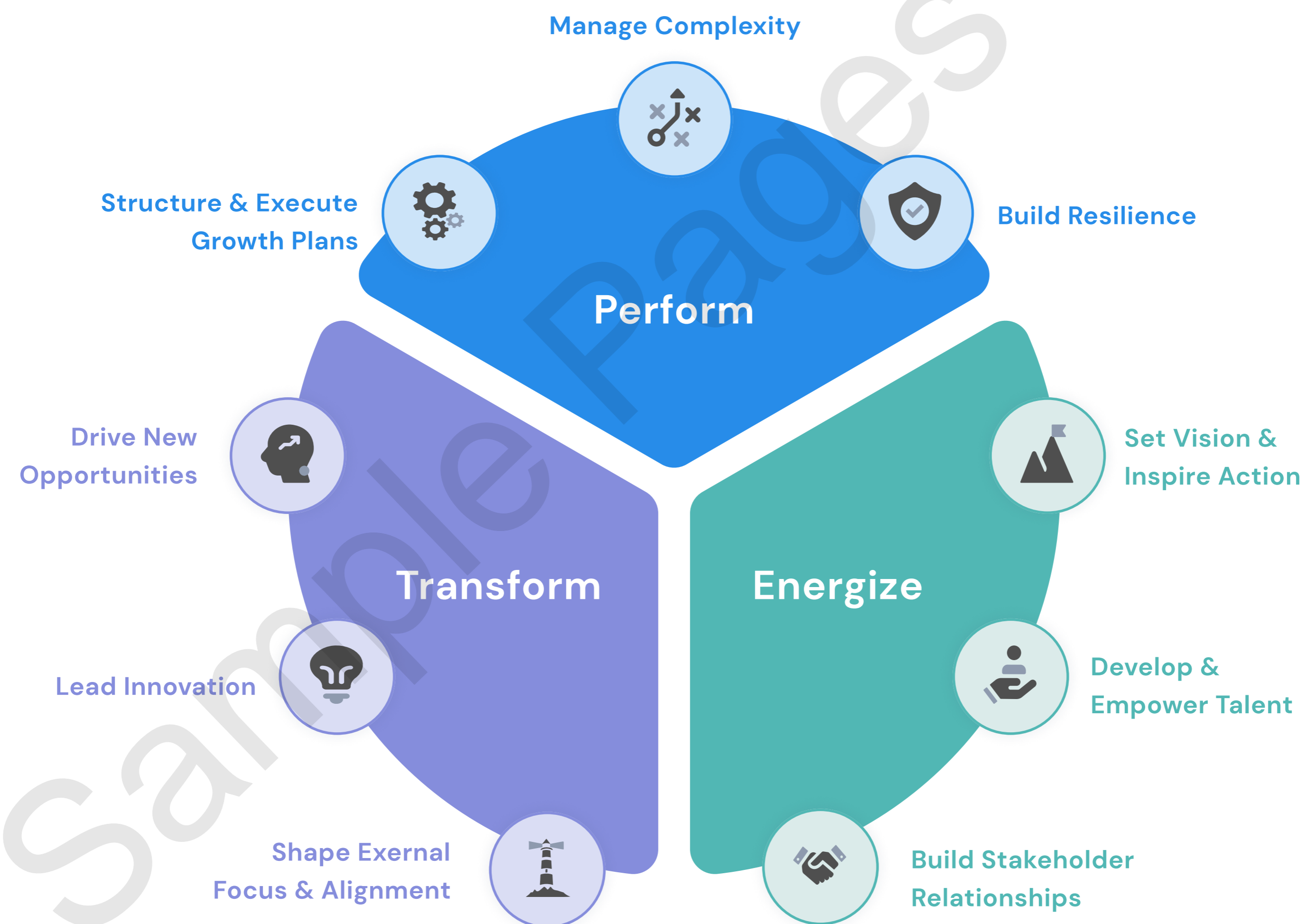


# GROWTH LEADER 360°

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Jan 24, 2024



## Overview

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 capabilities framework. Your Growth Leader 360 includes input from your stakeholders on

- **Outcomes vs. 100% Definitions.** Stakeholders rated how well you exhibit a capability against the ideal outcomes someone would achieve if the capability were executed perfectly
- **Importance to Develop.** Stakeholders rated the importance of developing this capability now
- **Advice and Input.** Stakeholders provided suggestions 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 rate the area as 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 it?

When you receive your GL360 results, you can better understand how others see your capabilities in 9 key areas (link to donut) and what they think is important for you to develop in your job. Most importantly, you get advice and suggestions from them on how you can improve. This advice and support makes it easier for you to perform AND develop. This is good for you and your business.

### Importance to Develop

Different stakeholders see you doing different kinds of work and also have different perspectives on how important something is to develop in your current jobs.

This graph helps you to visualize patterns across different raters and also the differences between views of your capability levels and how important it is to develop or improve in this area.

### Advice and Suggestions

Traditional feedback provides comments on the past. But in Produgie, they are asked to provide “Feed Forward ” in the form of advice and suggestions. The advice and suggestions are provided to help you raise your rating 10–20% points and so is future focused.

### 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: **March 29, 2018 – April 30, 2019**

### The raters

This displays the count and categories of raters along with their response status. Manager responses are consistently reported, while the anonymity of other raters is safeguarded by aggregating their feedback.

Role	Raters selected	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	Alex	alex@mail.com
Mentor	Jenifer	jenifer@mail.com
Team	Jasmine Chen	Jasmine.chen@mail.com
	Ryan Patel	ryan.patel@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 interpreted your capability rating vs. 100% Definition

If you score below 40%, you are likely to have significant opportunities to demonstrate the capability, and your raters have seen a significant gap. It is common for different stakeholders to see you differently!

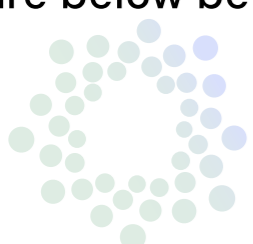
If you score below 40%, you are likely to have significant opportunities to demonstrate the capability, and your raters have seen a significant gap. It is common for different stakeholders to see you differently!

If you score between 40–80%, you have room for improvement..

If you score 80% or above, you may have some opportunities for improvement.

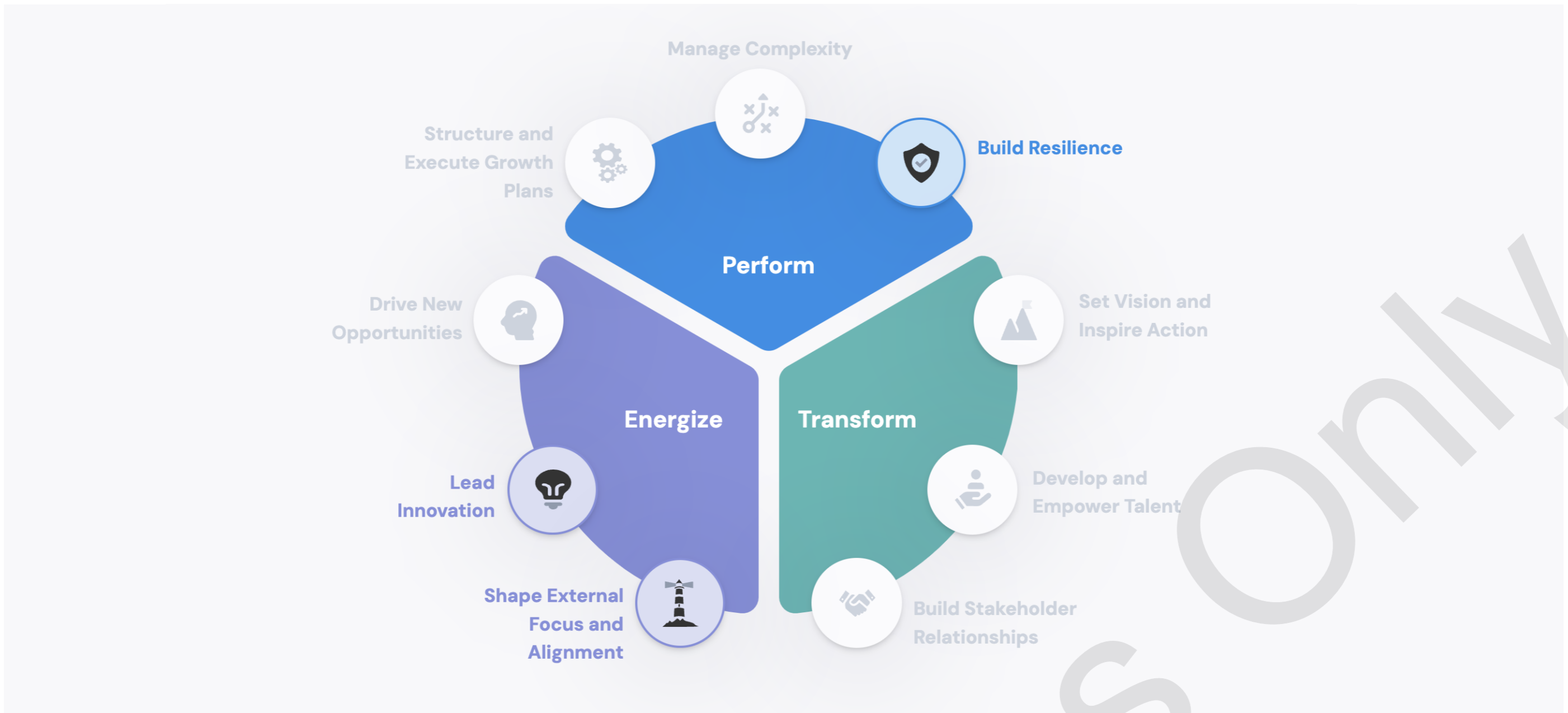
### About the Benchmark

The benchmark is set at the 50th percentile. So, if you are higher than the benchmark, you score higher than 50% of your peers. If you are below benchmark, you score in the bottom half.

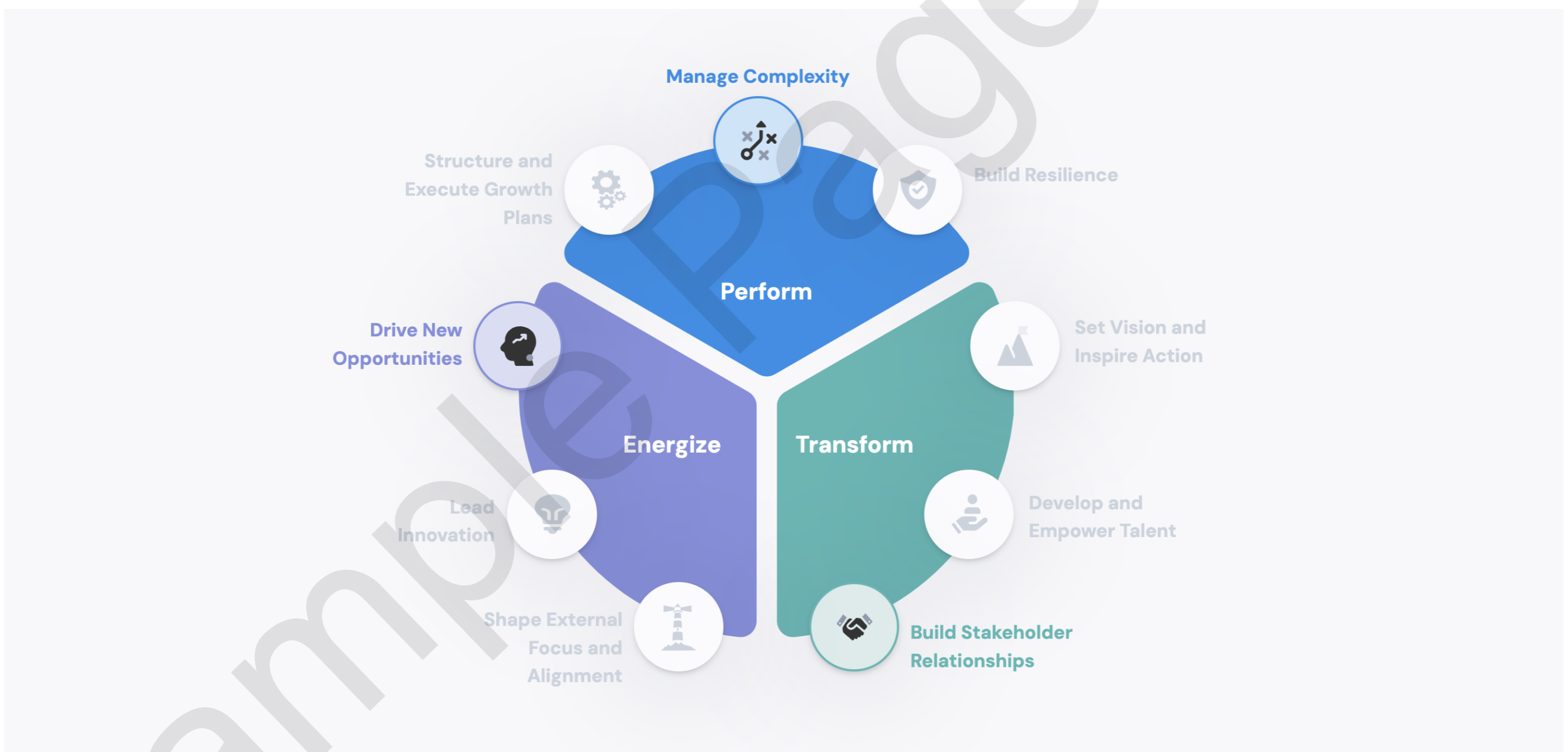


# Highest & Lowest Growth Leader Capabilities

## Highest 3 capabilities



## Lowest 3 capabilities



### Key Strength

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

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



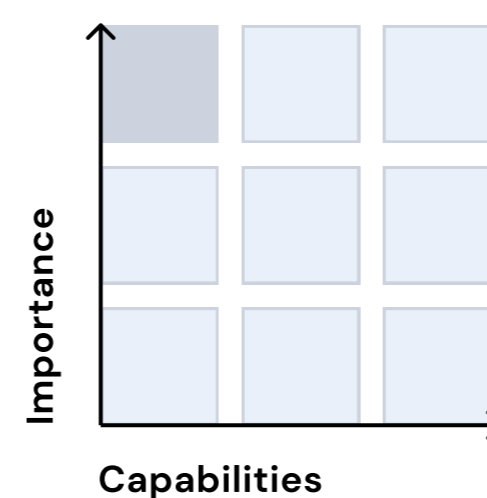
# Importance to Develop your Growth Leader Capabilities

This table presents your raters' perspectives on your capabilities vs. the 100% Definition and how important they think it is for you to develop each capability in your current role.

		100% Definition Ratings		
		Low (<70%) Opportunity to Develop	Medium (>70-84%) Refine Capability	High (>85%) Strength to Leverage
3.51 - 5 Very Important		Structure & Execute Growth Plans Manage Complexity	Build Resilience	
		Set Vision & Inspire Action Build Stakeholder Relationships	Develop & Empower Talent	Shape External Focus & Alignment
				Lead Innovation Drive New Opportunities
3.51 - 5 Moderately Important				
1 - 2.5 Not Important Now				

### Capabilities versus importance

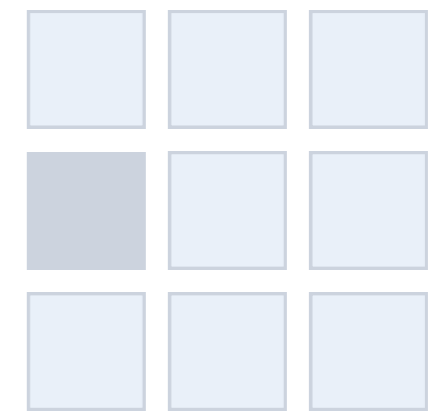
Your raters' views on how your capabilities and importance to develop.



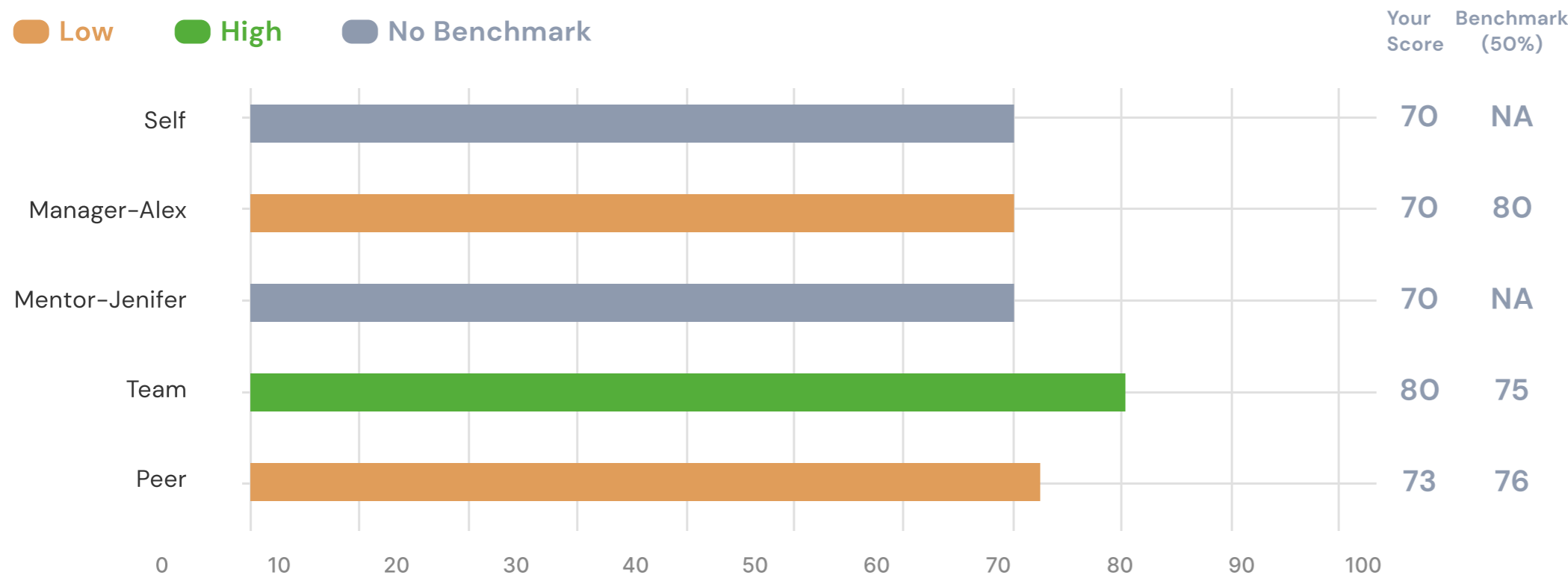
# Set Vision And Inspire Action

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.

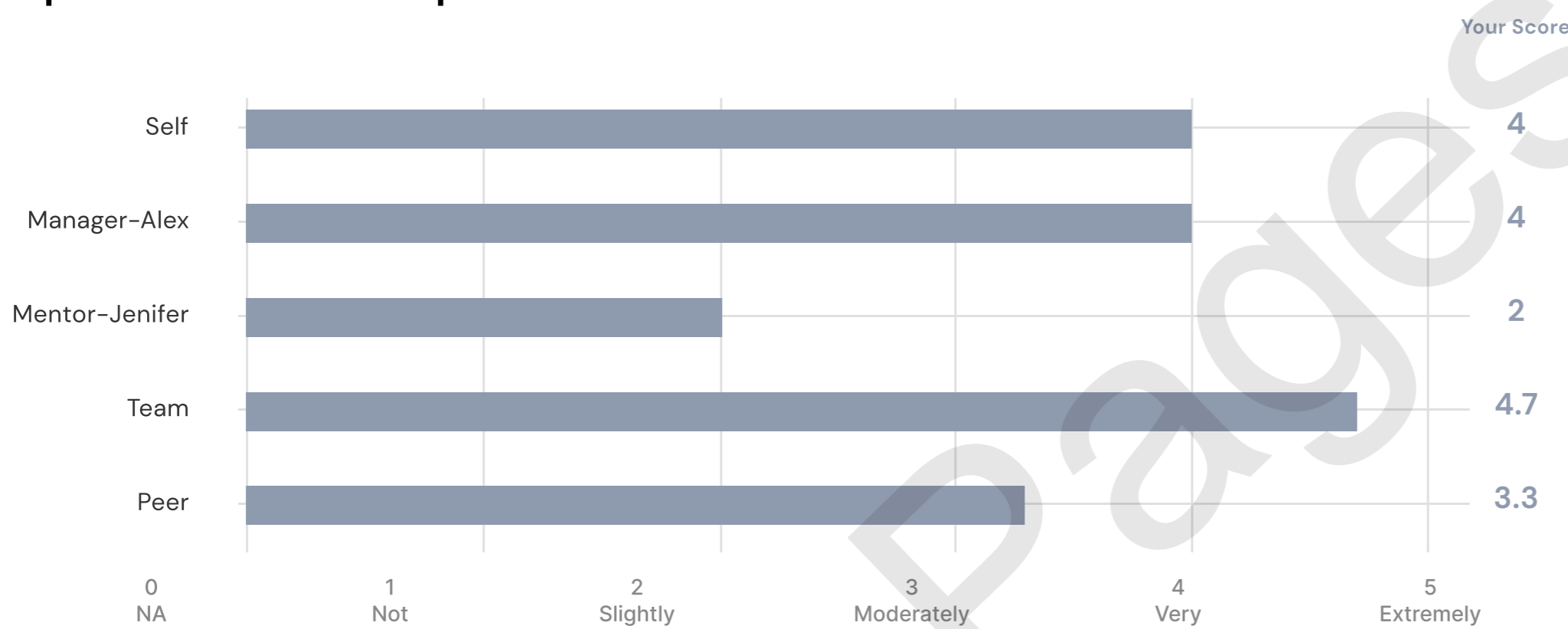
Category: Energize



## 100% Definition Ratings



## Importance to Develop

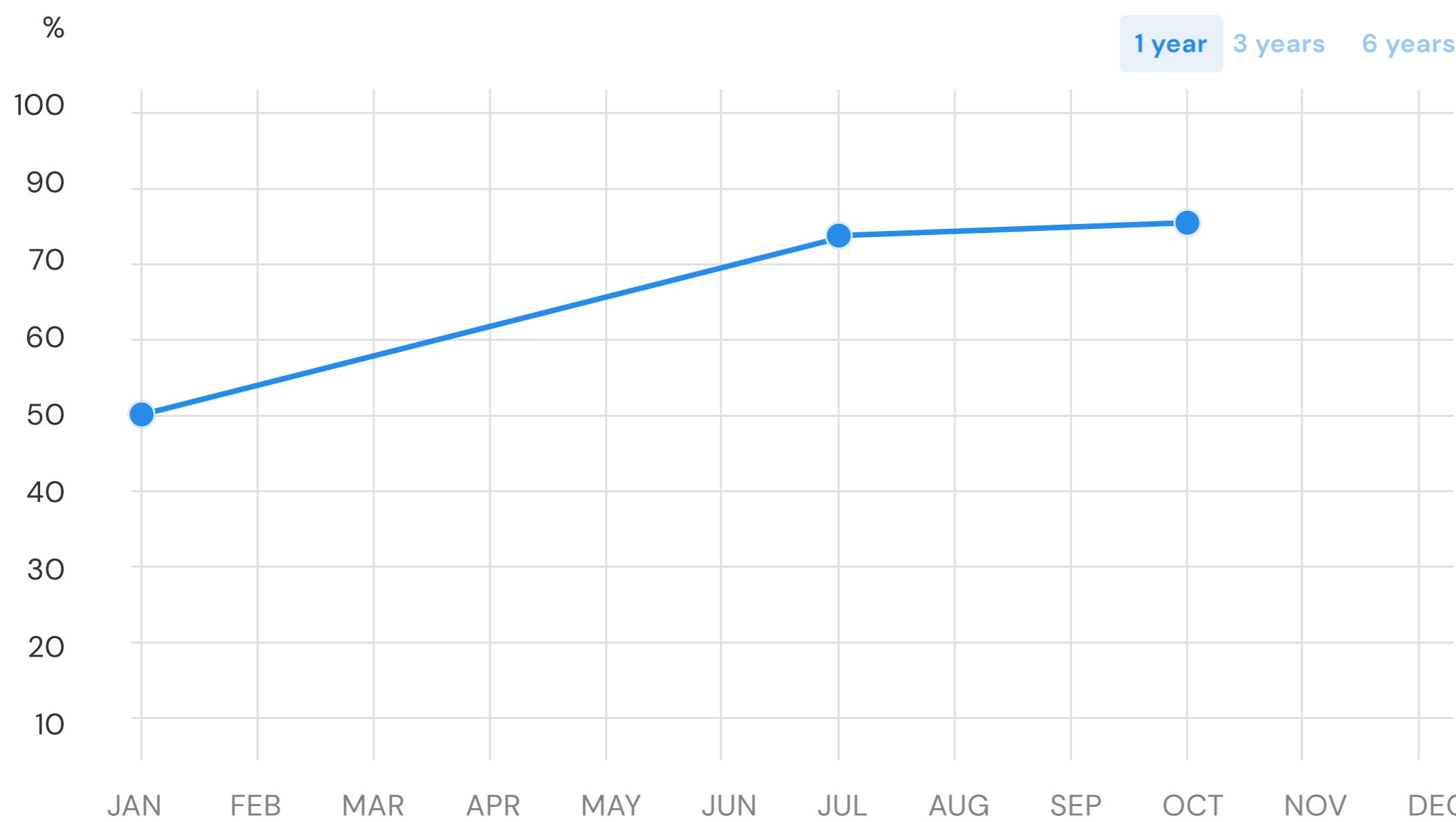


## Advice and Suggestions

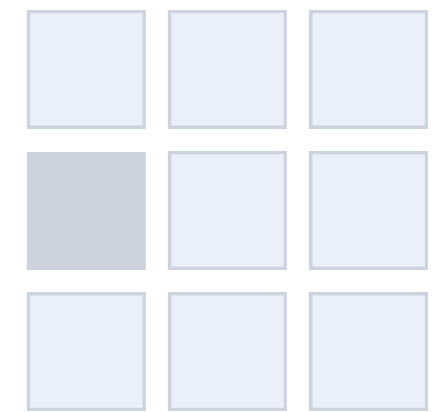
- Clarify your vision and expectations for projects. Encourage others to take initiative and provide support where needed. Ask for feedback from peers and team members
- Craft Compelling Narratives: Develop clear and engaging narratives that articulate the vision for growth. Ensure stories resonate with 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>

### Behaviour Practice

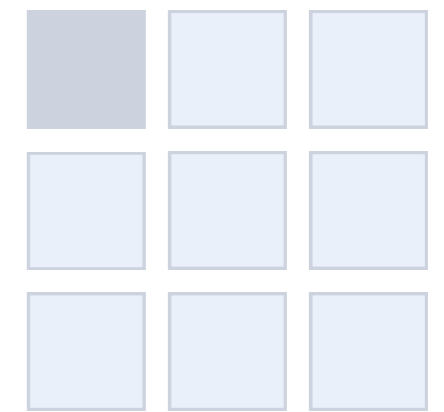
<p><b>Empathize</b></p> <p>Understand the perspectives and challenges/needs of others and identify how you or your team can respond</p>	<p><b>Actively Listen</b></p> <p>Actively listen to others' ideas, ask for their input and opinions, etc.</p>	<p><b>Demonstrate Respect</b></p> <p>Be positive and respectful, 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>



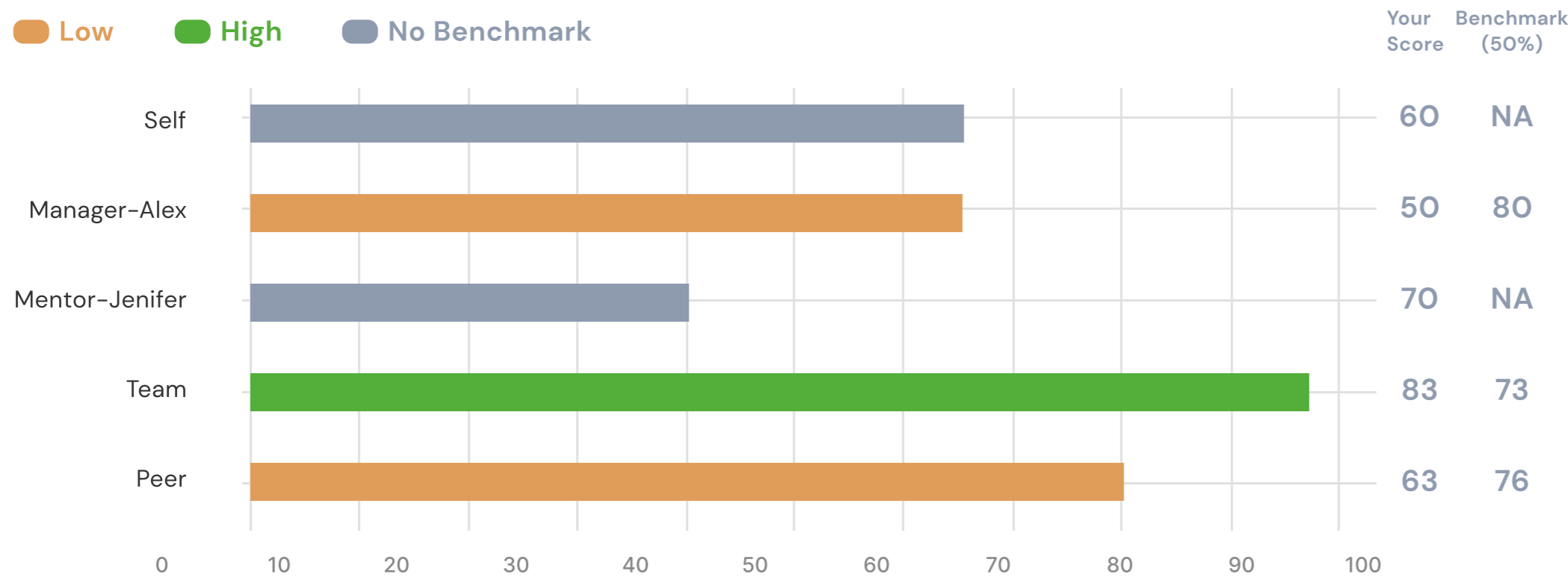
# Structure & Execute Growth Plans

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

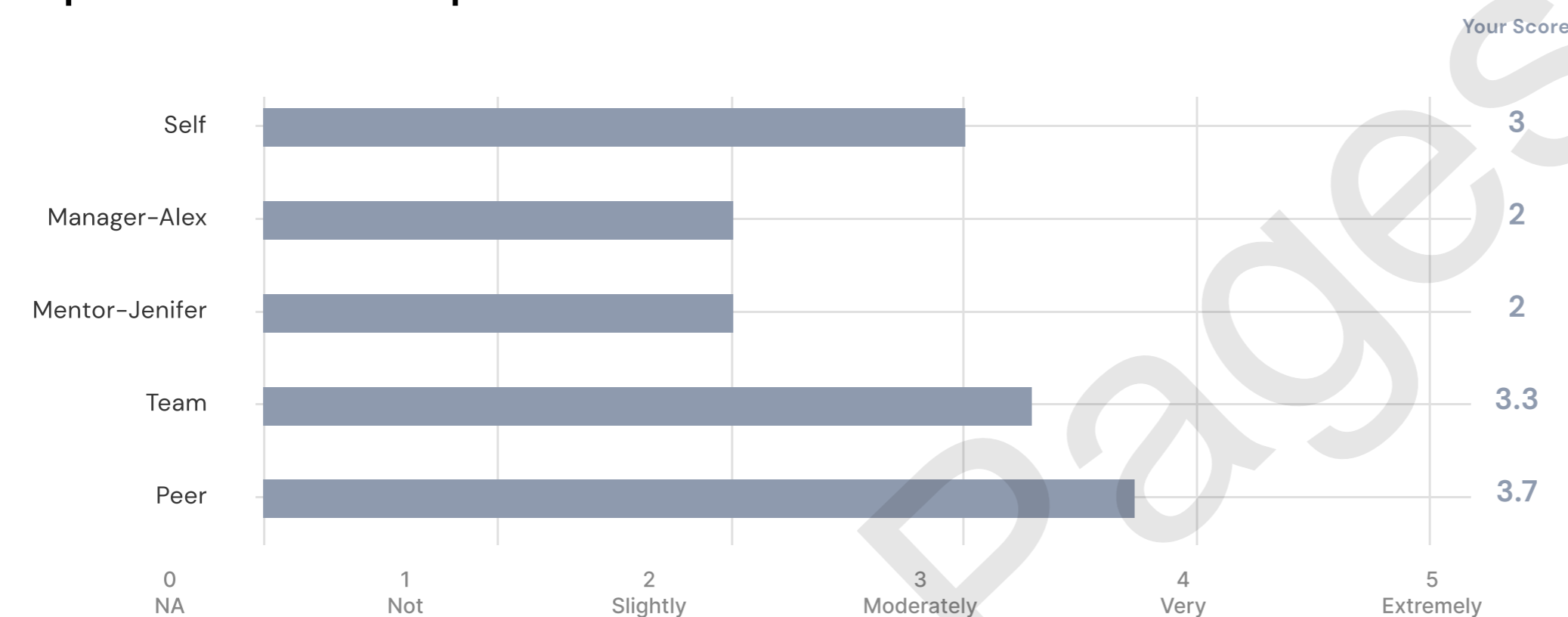
Category: Perform



## 100% Definition Ratings



## Importance to Develop



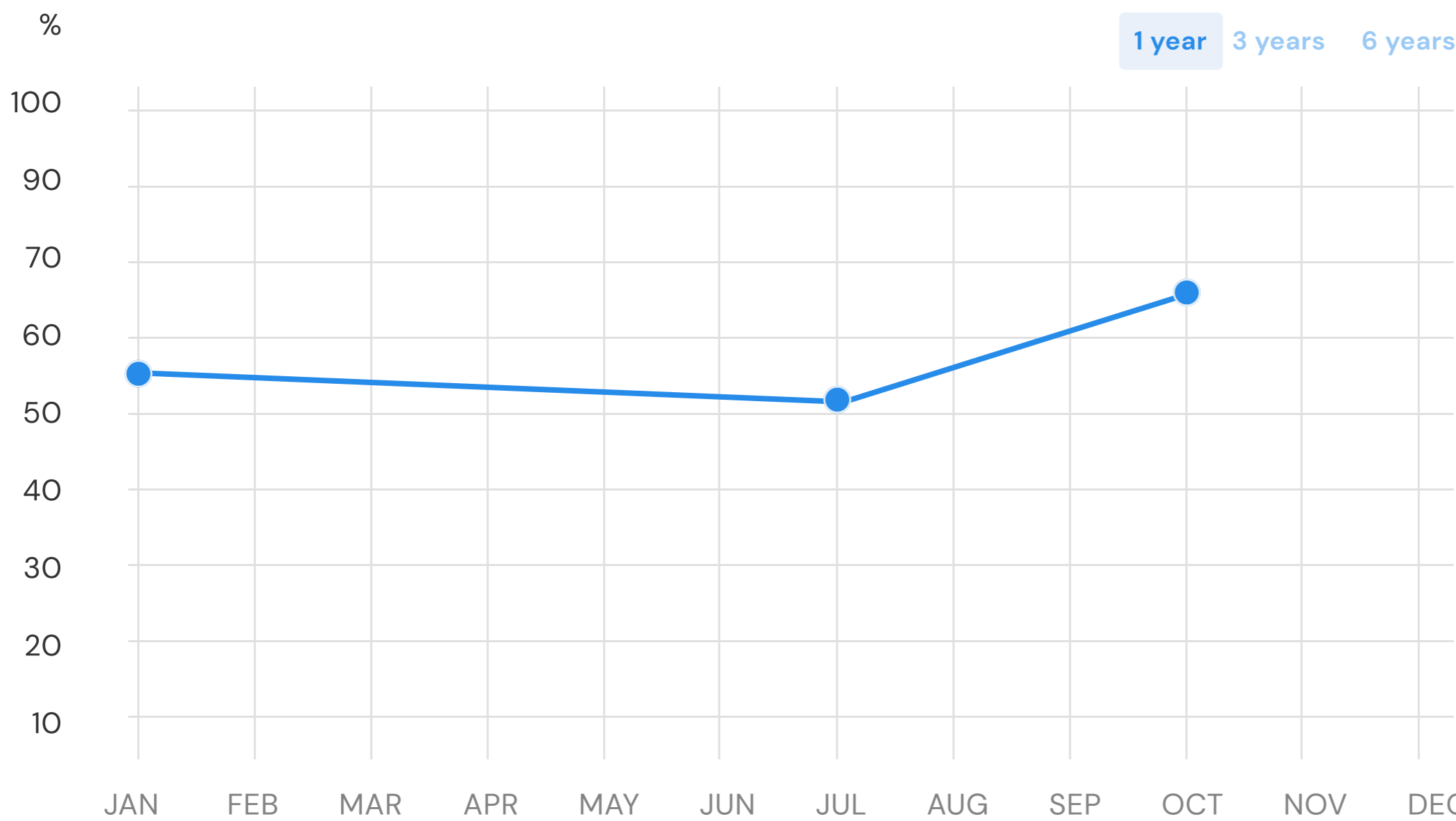
## Advice and Suggestions

- 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.

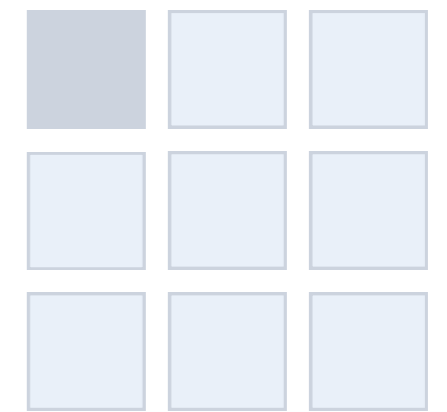




### Trend



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>	

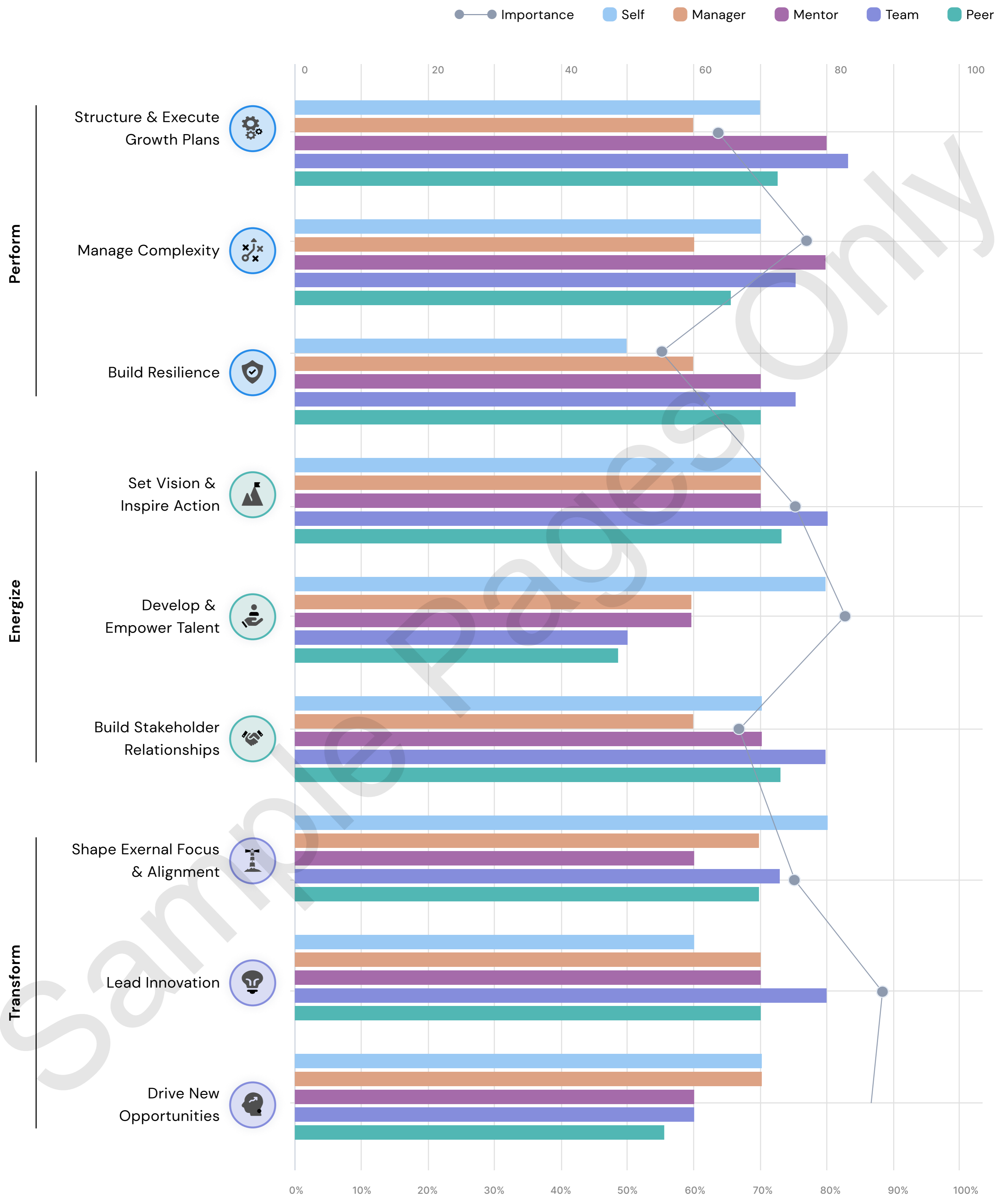
### Behaviour Practice

<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>



# Capability Gaps by Source

This chart displays the capability ratings vs. 100% Definition by each source of ratings. If a source includes 3 or more raters, the source is reported separately. Otherwise, the ratings are combined in the "Other" category.



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













The table shows the rank order of the 9 capabilities ratings vs. 100% Definition for the classic "360" view of self vs. manager vs. peer vs. direct reports. If a source is not represented, the data will be missing.

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



## Turn your Growth Leader Insights into Impact!

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

 <b>Sell New Initiative</b> Identify and gain buy-in for a new initiative; drive this in the organization	 <b>Culture and Values</b> Create or drive an initiative to improve group culture or better align behavior to values	 <b>Communicate to Motivate</b> Adapt communication style to engage, motivate and inspire others
 <b>Find Your Voice</b> Have more impact in meetings by speaking up and influencing others	 <b>Involve Others</b> Involve peers and project team members by seeking their input and updating them	 <b>Psychological Safety</b> Build a psychologically safe environment where everyone can take risks to speak up
 <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

