Leading with Purpose

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Survey Feedback Report

Survey - Survey #1
Organisation: Management Dynamics
Participant: Anna Sample

from Management Dynamics

Report Guide

Aboutthis report:

This report contains feedback from your raters, providing insights into where they see **your strengths** and **opportunities for growth.**

Here's what you'll find inside:

- **Dynamics Definitions** - an overview of the dynamics chosen for this feedback.
- **Summary Report** - showing your individual scores and rater group averages.
- **Radar Graph** - a visual snapshot of how your scores compare across dynamics.
- **Dynamics Breakdown** - each dynamic explored in detail, including statement-level scores by rater group and any comments provided.
- **Highest 10 & Lowest 10 Statements** - ranked by the average across all rater groups and showing the variance between self and all other raters.
- **Questions** - answers you and your raters have written to the open text questions in the survey. These are exactly as written originally and have not been amended in any way.
- **Feedback Summary** - a summary of the feedback in this report with some suggestions of strengths, areas for development and recommended focus areas.

This structure is designed to give you a clear, actionable view from different rater group's perspectives. It's not unusual for different rater groups to perceive your competencies differently.

How to use this report:

Feedback is a vital tool for growth. It not only helps confirm your strengths but also aligns perspectives on development needs and supports meaningful development conversations. Once you've reviewed your report, we recommend booking time with your leader to discuss the insights. Together, you can explore which statements need the most improvement and agree on clear actions to move forward. The results for this report are valid for approximately 12 months.

Confidentiality and Anonymity: If less than 2 raters have filled out the survey in a rater group (except for 'Self' and 'Leader') their results will have been moved over into the 'Extended Network' rater group to protect their anonymity.

Report Guide

Definitions:

- **1** - Rarely demonstrates the behaviour.
- **2** - Occasionally demonstrates the behaviour.
- **3** - Demonstrates the behaviour most of the time.
- **4** - Consistently demonstrates the behaviour across different situations.
- **5** - Role models an exceptional level of the behaviour.

Raters

Aboutyour raters:

Your raters are the people who have provided feedback on your performance. They include:

- **Self** - your own perspective on your performance.
- **Leader(s)** - feedback from your direct supervisor or manager.
- **Direct Report(s)** - team members who report directly to you.
- **Peer(s)** - colleagues at the same level who work closely with you.
- **Extended Network** - any additional raters, such as cross-functional colleagues or mentors.

Each rater group provides a unique perspective, helping to create a comprehensive view of your performance across different contexts and relationships.

Why rater feedback is important:

Feedback from your raters is essential for understanding how your actions and behaviors are perceived by others. It helps you identify strengths and areas for improvement, ensuring that you have a well-rounded view of your performance.

Your raters for this survey:

	Raters Invited	Responses Received
Leader(s)	1	1
Direct Report(s)	2	2
Peer(s)	2	2
Extended Network	2	2

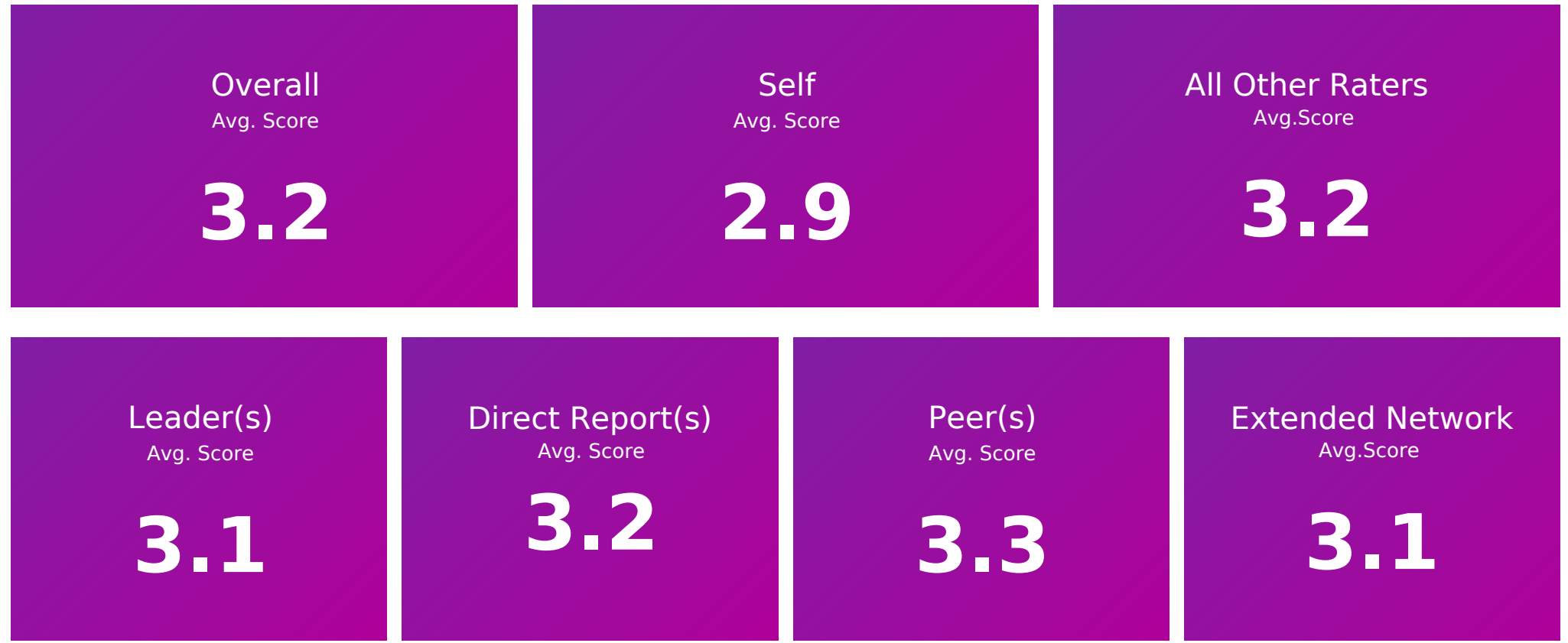
Dynamics

	**Reason**	Establishing and communicating a clear purpose for the team, articulating the value it brings to the organisation and helping each individual understand their connection to that purpose. This clarity guides the leader's decisions, priorities, and actions, serving as the foundation for alignment and performance.
	**Results**	Defining and communicating clear accountabilities for what the team must deliver, ensuring these priorities are understood, visible, and memorable. They align individual objectives to these outcomes and make this alignment transparent. The leader actively promotes collaboration across shared deliverables to strengthen collective ownership and performance.
	**Routines**	Designing and maintaining routines, such as meetings and ways of working, that reinforce clarity, alignment, and high performance rather than hinder it. They establish and communicate clear decision-making processes, ensuring the team understands how decisions are made and by whom.
	**Relationships**	Intentionally building trust within the team by fostering openness and respect. Actively encouraging diverse viewpoints, ensuring all perspectives are heard and valued. The leader enables constructive disagreement, helping the team address conflict productively and maintain healthy, high-performing relationships.
	**Resilience**	Continuously evaluating how the team is performing against key practices, staying alert to indicators that routines, behaviours, or ways of working may need adjustment. They recognise early signs of misalignment or underperformance and proactively make changes to sustain effectiveness and high performance.
	**Self-Awareness**	Understanding how your behaviour affects others and being open to feedback. It involves recognising your impact, adapting your approach, and staying attuned to different people and contexts.
	**Inclusion**	Fostering a space where everyone feels heard, respected, and valued. Challenging exclusion, embracing diverse perspectives, and creating a culture of accountability and belonging.

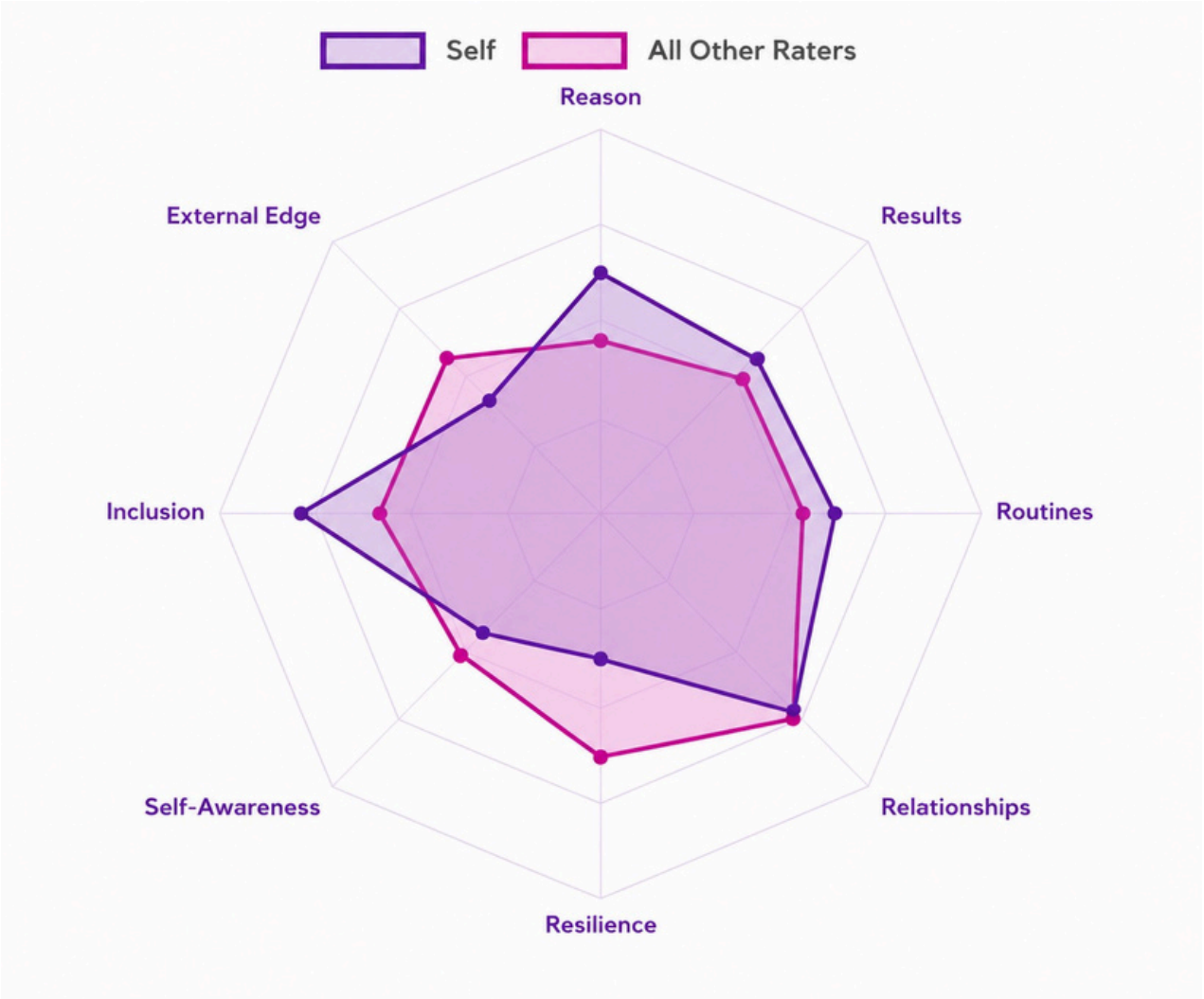
	**External Edge**	Staying connected to the needs of customers, stakeholders, and the wider environment. Using insight, networks, and technology to shape direction, drive innovation, and deliver smarter, more responsive outcomes.

Summary

Survey: Survey #1
Organisation: Management Dynamics
Participant: Anna Sample
Raters: Leaders: 1, Direct Reports: 2, Peers: 2, Extended Network: 2
Date sent: Jan 30, 2026



Dynamics


Self
All Other Raters
Reason
Results
Routines
Relationships
Resilience
Self-Awareness
Inclusion
External Edge

Overall Results

	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
Reason	3.3	3.0	2.5	2.8	2.4	2.6
Results	3.2	3.8	3.3	3.2	3.0	3.3
Routines	3.0	3.6	3.1	3.1	3.2	3.2
Relationships	3.5	3.0	3.3	4.1	3.8	3.6
Resilience	2.2	2.5	3.5	3.3	3.1	3.2

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Self-Awareness	2.5	3.0	2.5	2.8	2.8	2.7
Inclusion	4.0	3.0	3.8	3.3	3.1	3.3
External Edge	2.5	2.7	3.2	3.2	3.2	3.1

Inspires

3.0	2.0	2.3	3.3	2.3	2.5

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I ensure my team’s purpose is meaningful, energizing, and connected to a greater impact.	4.0	2.0	3.0	4.0	2.5	3.0
I help my team members to connect to the team’s purpose.	2.0	-	1.5	2.5	2.0	2.0

Comments

Self

—Whilst I feel strongly connected to the teams purpose we haven't necessarily spent time looking at everyone elses connection.

Leader comments

—I have not had the conversation with their team members so don't feel I can answer.

Direct Report comments

—I think we could have more conversations around this as a team. I would be interested to hear how my other team members connect to it.

Reason

Aligns

4.0 4.0 3.0 2.0 3.0 2.8

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I help my team members understand how their work contributes to the organisation’s purpose.	4.0	4.0	3.0	2.0	3.0	2.8

Comments

Direct Report comments

—I feel as though this was covered really well when I joined the team.

Drives Accountability

3.0 | 5.0 | 3.8 | 3.0 | 3.3 | 3.6

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I create clarity on what my team is accountable for delivering.	2.0	5.0	3.0	2.5	3.0	3.1
I hold myself and my team accountable for delivering our objectives.	4.0	5.0	4.5	3.5	3.5	4.0

Results Orientation

2.5 | 3.5 | 2.8 | 3.0 | 3.5 | 3.1

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I set challenging objectives for my team.	2.0	3.0	2.5	3.0	3.0	2.9
I enable my team to achieve our objectives, regardless of obstacles we encounter.	3.0	4.0	3.0	3.0	4.0	3.4

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Enables Collaboration

4.0 3.0 3.5 3.5 2.3 3.1

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I encourage appropriate levels of collaboration in my team to achieve our objectives.	4.0	3.0	4.0	4.0	2.0	3.3
I track progress toward results and support course-correction when needed.	4.0	3.0	3.0	3.0	2.5	2.9

Comments

Self

—I feel like enabling collaboration in my team is a strong skill of mine

Direct Report comments

—From what I see of other teams, I believe we are highly collaborative.

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Enables Focus

4.0 3.5 4.0 3.8 3.3 3.7

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I enable my team to establish purposeful ways of working that help us stay focused on what matters most.	3.0	3.0	4.0	4.0	3.0	3.6
I regularly involve my team in reviewing our ways of working to ensure they remain effective.	5.0	4.0	4.0	3.5	4.0	3.8

Comments

Direct Report comments

—The routines we have enable focus and are strategic.

Supports Decision-Making

2.7 4.3 3.2 3.2 3.2 3.3

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I involve the right people in decision-making.	3.0	5.0	3.0	3.5	3.0	3.4
I enable high quality, timely decision making in my team.	2.0	4.0	3.5	2.5	2.0	2.9
I empower my team to make appropriate decisions without my involvement.	3.0	4.0	3.0	3.5	4.5	3.7

Comments

Leader comments

—I do not feel like decisions get stuck with this team and that they move at a timely pace.

Direct Report comments

—I think you could trust us more and bring us into the conversation.

Develops Team

2.5 2.5 2.3 2.5 3.0 2.5

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I challenge my team and individual team members through feedback.	3.0	2.0	2.0	2.5	2.0	2.2
I develop my team and individual team members through coaching.	2.0	3.0	2.5	2.5	3.5	2.9

Comments

Self

—I do not feel confident in my coaching ability.

Leader comments

—I worry that they are a bit conflict adverse so will steer clear of challenging.

Direct Report comments

—I have not experienced any coaching,

Builds Trust

5.0 3.0 4.0 4.3 3.5 3.8

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I create a culture where people feel psychologically safe to share ideas and concerns.	5.0	3.0	4.0	4.0	3.5	3.7
I encourage my team to build meaningful relationships across the team.	5.0	3.0	4.0	4.5	3.5	3.9

Comments

Direct Report comments

—Since being in a team with you I can see how you create a psychologically safe environment for all members.

—Considering I am the newest to the team, I felt it was an open space.

Enables Constructive Challenge

2.0	3.0	2.3	4.0	4.0	3.5

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I encourage honest and respectful debate to strengthen our thinking and outcomes.	2.0	4.0	2.5	4.0	4.5	3.7
I handle conflict constructively and help others do the same.	2.0	2.0	2.0	4.0	3.5	3.2

Resilience

Models Balance

2.0 | 2.0 | 2.8 | 2.5 | 3.3 | 2.7

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I role model and encourage healthy boundaries around work.	1.0	2.0	3.0	2.5	3.5	2.9
I help my team manage workload and energy, especially under pressure.	3.0	2.0	2.5	2.5	3.0	2.6

Comments

Self

—I don't think I role model a good boundaries.

Leader comments

—We have had prior conversations around workload and boundaries.

Learns and Adapts

3.0	3.0	3.8	4.0	2.8	3.4

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I facilitate reflection on team experiences to identify what we can learn and improve.	2.0	2.0	4.0	4.0	3.0	3.4
I encourage my team to experiment, fail fast, and innovate.	4.0	4.0	3.5	4.0	2.5	3.4

Anticipates Change

1.5	2.5	4.0	3.5	3.3	3.4

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I enable my team to anticipate change so that we can adjust how the team operates.	1.0	3.0	4.0	4.0	3.5	3.7
I create an environment where changes to my team (e.g. new starters, leavers) are anticipated and managed effectively.	2.0	2.0	4.0	3.0	3.0	3.1

Comments

Self

—I am unsure whether I have played a big part or not in my team's capability to anticipate change.

Reflects and Adapts

2.5 3.0 2.5 2.8 2.8 2.7

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I actively seek feedback from others to understand how my behaviour impacts them.	2.0	2.0	2.5	2.0	2.5	2.3
I adapt my leadership approach based on context or the needs of different people.	3.0	4.0	2.5	3.5	3.0	3.1

Comments

Direct Report comments

—I am newer to the team and am unsure whether I have seen/experienced this yet.

Inclusion

Fosters Belonging

5.0 3.5 4.3 3.5 3.8 3.8

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I create space for all voices to be heard and valued.	5.0	4.0	5.0	3.5	4.0	4.1
I challenge exclusion and ensure our practices enable inclusion.	-	3.0	3.5	3.5	3.5	3.4

Comments

Self

—I can't say we've had an experience of exclusion yet.

Acts with Courage

3.5 | 2.5 | 3.3 | 3.0 | 2.5 | 2.9

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I speak up even when it’s uncomfortable, in service of what’s right.	3.0	1.0	2.5	3.5	2.5	2.6
I take accountability for my mistakes and support others in doing the same.	4.0	4.0	4.0	2.5	2.5	3.1

Customer Focus

3.0 3.5 3.3 3.8 2.8 3.3

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
Prioritises understanding and meeting the needs of the internal and external customers to drive satisfaction.	3.0	3.0	3.5	4.0	2.0	3.1
I ensure internal and external customer perspectives inform my team's decisions and direction.	3.0	4.0	3.0	3.5	3.5	3.4

Tech Savvy

3.0	2.0	3.0	2.8	3.5	2.9

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I embrace new technologies to enhance team innovation.	1.0	2.0	2.0	2.5	3.5	2.6
I encourage my team to use technology to work smarter, not harder.	5.0	2.0	4.0	3.0	3.5	3.3

Comments

Self

—I perhaps encourage my team to be innovative but don't spend the time doing it myself.

Influencing

1.5 | 2.5 | 3.3 | 3.0 | 3.3 | 3.1

Statement	Self	Leader(s)	Direct Report(s)	Peer(s)	Extended Network	All Other Raters
I manage stakeholders effectively.	2.0	3.0	3.0	3.0	3.0	3.0
I have a network I can draw upon for support on a wide range of topics as needed.	1.0	2.0	3.5	3.0	3.5	3.1

Highest 10 Statements (by Others)

Statement	Self	Avg. of all others	Variance
I create space for all voices to be heard and valued.	5.0	4.1	0.9
I hold myself and my team accountable for delivering our objectives.	4.0	4.0	0
I encourage my team to build meaningful relationships across the team.	5.0	3.9	1.1
I regularly involve my team in reviewing our ways of working to ensure they remain effective.	5.0	3.8	1.2
I empower my team to make appropriate decisions without my involvement.	3.0	3.7	-0.7
I create a culture where people feel psychologically safe to share ideas and concerns.	5.0	3.7	1.3
I encourage honest and respectful debate to strengthen our thinking and outcomes.	2.0	3.7	-1.7
I enable my team to anticipate change so that we can adjust how the team operates.	1.0	3.7	-2.7
I enable my team to establish purposeful ways of working that help us stay focused on what matters most.	3.0	3.6	-0.6

Statement	Self	Avg. of all others	Variance
● I enable my team to achieve our objectives, regardless of obstacles we encounter.	3.0	3.4	-0.4

Lowest 10 Statements (by Others)

Statement	Self	Avg. of all others	Variance
I help my team members to connect to the team's purpose.	2.0	2.0	0
I challenge my team and individual team members through feedback.	3.0	2.2	0.8
I actively seek feedback from others to understand how my behaviour impacts them.	2.0	2.3	-0.3
I help my team manage workload and energy, especially under pressure.	3.0	2.6	0.4
I speak up even when it's uncomfortable, in service of what's right.	3.0	2.6	0.4
I embrace new technologies to enhance team innovation.	1.0	2.6	-1.6
I help my team members understand how their work contributes to the organisation's purpose.	4.0	2.8	1.2
I set challenging objectives for my team.	2.0	2.9	-0.9
I track progress toward results and support course-correction when needed.	4.0	2.9	1.1
I enable high quality, timely decision making in my team.	2.0	2.9	-0.9

Questions

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What is one thing you think you should stop doing to improve your leadership impact?

Self

I sometimes delay tough conversations to avoid conflict. I need to stop postponing those and instead address issues directly and respectfully.

Leader(s)

You may need to stop underutilising your team’s strengths and stop hesitating when it comes to stakeholder engagement —it’s holding back broader impact.

Direct Report(s)

Stop shielding the team too much. Let us face the challenges and trust us to deal with them—we’ll learn more that way.

Peer(s)

Stop underestimating how much value your cross-team collaboration brings.
I think you fall into Hero Leadership due to avoiding conflict.

Extended Network

Sometimes communication feels reactive rather than planned. It would help if you stopped waiting for issues to arise before sharing direction.

Questions

COMPANY

What is one thing you should start doing to improve your leadership impact?

Self

Collaborating more with others outside the team could enhance my influence and perspective.

Leader(s)

You should start developing the leadership capacity of others. Coaching and mentoring will multiply your impact.

Direct Report(s)

Start helping us connect the dots more—between what we do and the bigger picture. A clearer sense of purpose would make a difference.
As a team I think we could be trusted more.

Peer(s)

Start using your influence to push forward innovations or improvements that would benefit more than just your team.

Extended Network

It would be great if you started involving others earlier when decisions or changes are coming. More visibility would help everyone adapt faster.

Questions

COMPANY

What is one thing you should continue doing because it’s working well?

Self

I’ll continue to focus on building an inclusive and safe team environment where people feel they can speak openly and be heard.

Leader(s)

Keep encouraging your team to work collaboratively and take initiative. You’ve built a solid foundation for team culture.

Direct Report(s)

Please continue creating space for us to voice our ideas. It makes a real difference to know our perspectives matter.
The open communication was for me from when I started.

Peer(s)

Continue pushing for smarter ways of working, especially with technology. Your mindset around efficiency and innovation is appreciated.

Extended Network

Continue being approachable and grounded. People trust that they can be open with you.

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Overall themes

Yourself-score (2.9) is slightly below the All Other Raters average (3.2), indicating some differences in how you perceive your own leadership compared to feedback from other groups. Your **Leader**'s score (3.1) aligns closely with this average, while your **Direct Reports** rated you slightly higher at 3.2, reflecting a more positive view of your contributions. In contrast, your **Peers** scored you at 3.3, showing a supportive stance, and your **Extended Network** rated you at 3.1, suggesting a balanced perception. This suggests an opportunity to explore the areas where your self-assessment diverges from the perceptions of others, particularly in how you communicate purpose and drive accountability.



Strengths

- **Fosters Belonging** is your highest-rated area (Self 5.0; All Other Raters 4.1). You create a space where everyone feels heard and valued, positively impacting team morale and participation.
- **Encourages Collaboration** (Self 4.0; All Other Raters 3.3) highlights your ability to promote teamwork and effective communication to achieve objectives.
- **Enables Focus** (Self 4.0; All Other Raters 3.6) reflects your strength in helping your team establish effective ways of working, ensuring that priorities are clear and manageable.

Your scores in these areas indicate that you actively contribute to a positive team culture and provide a structure for effective collaboration and focus, which are essential components of effective leadership.



Areas for development

- **Models Balance** scored lowest (Self 1.0; All Other Raters 2.9). This suggests a perception that may point to a need for clearer boundaries around work and managing team energy, particularly under pressure.
- **Drives Accountability** (Self 3.0; All Other Raters 3.6) indicates opportunities to create clarity on team accountabilities and ensure follow-through on objectives.
- **Anticipates Change** (Self 1.5; All Other Raters 3.4) reveals a gap in facilitating how the team can prepare for and adapt to changes, an area where others see potential for greater effectiveness.

These lower scores suggest that enhancing your approach to accountability, managing change, and establishing boundaries could significantly improve your leadership impact and team performance.



Summary of open-text comments

Feedback across the groups reflects a consistent view of your **approachability** and your **inclusive leadership style**, with team members appreciating the open communication environment you foster. Your **Direct Reports** noted the importance of connecting daily tasks with the broader team purpose, while **Peers** highlighted your ability to encourage collaboration. However, comments also suggest a need to **address performance directly** and maintain focus on strategic goals, which will enhance overall team effectiveness.

Recommended focus areas

1. **Enhance accountability and clarity**—set clearer objectives and communicate expectations effectively to promote team alignment.
2. **Develop proactive change management**—work on enabling your team to anticipate and adapt to change more effectively, potentially by involving them in discussions earlier.
3. **Establish healthier boundaries**—consider your approach to work-life balance and how it impacts you and your team, aiming to role model effective boundaries.

Closing thought

You have solid strengths to build upon, particularly in fostering an inclusive culture and promoting collaboration. By addressing the identified areas for development with intention, you can enhance your leadership impact and further empower your team to achieve their goals while navigating challenges effectively.

Note: This summary was generated with the assistance of AI technology and may contain errors or misinterpretations. Please verify key details before relying on its content.



from Management Dynamics

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