

**TNA**

**Training Recommendations based on 360 Feedback for all 360's attached to the Demo Surveys December.**

10 Nov 2023



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# Benchmarking our leadership cohort's current REACH

**REACH measures agility to adapt to different people, tasks and situations.**

Higher REACH Quotient scores correlate to higher performance.

360-degree feedback surveys are effective tools to help leaders increase their agility. And, increased agility begins with self-awareness. This awareness involves recognizing how one's style is perceived by others, identifying situations where that style is ideal and adjusting where that style may require more agility. The capacity to recognize, identify and adjust combine to provide a foundation for becoming more agile as a leader.

The REACH 360 tool provides a succinct, user-friendly summary of the leader's agility today as well as growth opportunities to prepare for tomorrow's challenges. The balance of this report provides training course recommendations that align with these specific opportunities. Each recommendation focuses on providing the leader with opportunities to strengthen underdeveloped skills and address potential blind spots.

Please note that while some of the course recommendations may not be "leadership courses" per se. The comprehensive training curriculum provides a number of options recommended because of their focus on developing specific skills. These skills are known to increase the leader's agility in responding to people, tasks and situations. For example, if the report provides a recommendation for the course 'Professional Telephone Skills' this may be because the course offers specific training on de-escalating a high-emotion situation. Similarly, if the report provides a recommendation for Lean Six Sigma Green Belt training, this may be to help the leader learn new ways of identifying quality issues. While neither of those training courses are directly aimed at exercising leadership, it is the role of the learning professional to curate the system-generated recommendations and to select the topics most likely to provide a direct and immediate benefit - while preparing the leader to recognize and grow their REACH. Research and practical evidence agree that developing REACH improves leadership capability and performance.

## Improving 360 scores improves leadership

Research shows that leaders with higher REACH 360 scores have more engaged, more trusting and higher-performing teams.



### **Growing REACH is your opportunity to improve performance**

The good news is that REACH can be grown, and that the development roadmap and resources needed to grow REACH are included in the REACH Ecosystem.

REACH provides the tools to develop awareness, train, coach and reinforce learning to grow REACH of your leaders.

This document provides guidance into the skills development that will improve the leader's ability to be more effective, and together with a constructive debrief of their feedback will provide the best opportunity for leadership growth.

# What's our baseline?

Before beginning development, take a moment to view the starting REACH of this leadership cohort compared to the global benchmarks. Based on assessing and norming 1000's of leaders worldwide across a wide variety of industries including health, government, mining, retail, hospitality and more.

REACH Score	Global Percentile	
5	0.1%	
4.9	0.2%	
4.8	0.3%	
4.7	0.3%	
4.6	2.2%	Top 10% REACH Scores globally
4.5	3.1%	
4.4	4.7%	
4.3	6.2%	
4.2	9.4%	
4.1	12.2%	
4	14.9%	
3.9	20.5%	
3.8	31.4%	
3.7	39.8%	
3.6	47.4%	
3.5	56.9%	Global Average Leader 360 (3.53)
3.4	61.5%	
3.3	70.7%	
3.2	75.3%	
3.1	77.9%	
3	85.2%	
2.9	87.1%	
2.8	89.8%	
2.7	91.3%	
2.6	92.5%	
2.5	94.4%	
2.4	95.3%	
2.3	95.7%	
2.2	96.0%	
2.1	96.1%	
2	97.0%	
1.9	97.0%	
1.8	97.0%	
1.7	97.4%	
1.6	97.4%	
1.5	97.4%	
1.4	97.9%	
1.3	97.9%	
1.2	97.9%	
1.1	97.9%	
1	97.9%	

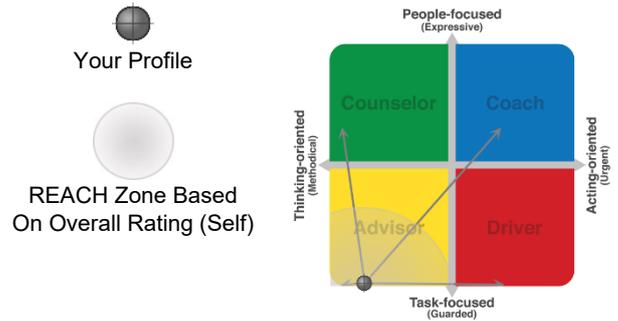
**This cohort's  
current REACH is:  
3.76**

# Consolidated courses recommendations

Training recommendations are unique to each person – please see individual plans

# Training Needs Analysis for Charles Poulton

The goal of this development plan is to provide Charles Poulton with the clarity of their current development priorities based on their REACH360. After training and/or coaching Charles Poulton will commonly see their development priorities change next time they take the survey and receive feedback using REACH360.



		Counseling Characteristics (the "who")	Rating	0	1	2	3	4	5	
Relating to Others	Assimilating team members	Self	3.00	[Bar chart showing 3.00]						
		Raters	3.33	[Bar chart showing 3.33]						
		Self	4.00	[Bar chart showing 4.00]						
	Cultivating team spirit	Raters	3.67	[Bar chart showing 3.67]						
	Identifying personal needs	Self	2.00	[Bar chart showing 2.00]						
		Raters	2.67	[Bar chart showing 2.67]						
	Recognizing others' efforts	Self	3.00	[Bar chart showing 3.00]						
		Raters	3.33	[Bar chart showing 3.33]						
	<b>Average:</b>		<b>Self</b>	<b>3.00</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>3.25</b>							
		Coaching Characteristics (the "why")	Rating	0	1	2	3	4	5	
Relating to Others	Building rapport	Self	3.00	[Bar chart showing 3.00]						
		Raters	3.33	[Bar chart showing 3.33]						
		Self	3.00	[Bar chart showing 3.00]						
	Easing tensions during conflict	Raters	2.67	[Bar chart showing 2.67]						
	Finding opportunities for synergy	Self	4.00	[Bar chart showing 4.00]						
		Raters	3.33	[Bar chart showing 3.33]						
	Rallying others around a cause	Self	4.00	[Bar chart showing 4.00]						
		Raters	3.67	[Bar chart showing 3.67]						
	<b>Average:</b>		<b>Self</b>	<b>3.50</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>3.25</b>							
		Driving Characteristics (the "what")	Rating	0	1	2	3	4	5	
Achieving Goals	Establishing clear expectations	Self	4.00	[Bar chart showing 4.00]						
		Raters	3.67	[Bar chart showing 3.67]						
	Evaluating individual performance	Self	3.00	[Bar chart showing 3.00]						
		Raters	2.33	[Bar chart showing 2.33]						
	Exercising control over processes	Self	4.00	[Bar chart showing 4.00]						
		Raters	3.67	[Bar chart showing 3.67]						
	Guiding team during change	Self	4.00	[Bar chart showing 4.00]						
		Raters	3.67	[Bar chart showing 3.67]						
	<b>Average:</b>		<b>Self</b>	<b>3.75</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>3.33</b>							
		Advising Characteristics (the "how")	Rating	0	1	2	3	4	5	
Achieving Goals	Addressing quality concerns	Self	5.00	[Bar chart showing 5.00]						
		Raters	4.00	[Bar chart showing 4.00]						
	Aligning resources with needs	Self	5.00	[Bar chart showing 5.00]						
		Raters	4.00	[Bar chart showing 4.00]						
	Designing team structure/function	Self	5.00	[Bar chart showing 5.00]						
		Raters	3.33	[Bar chart showing 3.33]						
	Integrating diverse perspectives	Self	3.00	[Bar chart showing 3.00]						
		Raters	2.67	[Bar chart showing 2.67]						
	<b>Average:</b>		<b>Self</b>	<b>4.50</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>3.50</b>							

## Charles Poulton Current Development Priorities

### Counselor

#### Developing Counselor Skills (the “Who”)

They should consider this list of courses:

#### Identifying personal needs

- [PPA - Building Team Synergy](#)
- [PPA - Identifying Difference as Opportunities](#)
- [Advanced Skills for Elite PA's and EA's](#)
- [Business Writing Essentials for the Modern Workplace](#)
- [Business Writing for the Digital Era](#)
- [The 10 Dimensions of Effective Leadership](#)
- [Time Management for the Modern Individual](#)

### Driver

#### Developing Driver Skills (the “What”)

They should consider this list of courses:

#### Evaluating individual performance

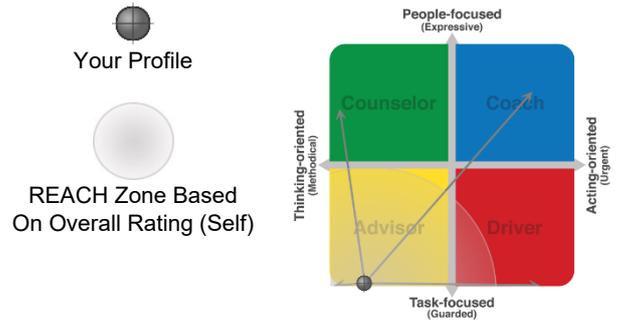
- [Supervising Others Training](#)
- [Leadership Development Training](#)
- [Manage People and Performance Training](#)
- [The 10 Dimensions of Effective Leadership](#)
- [Train the Trainer Training](#)

#### Coaching Activities (recommended in the REACH Coaches Companion)

- Identifying and overcoming a weakness
- Giving feedback using the SBI model
- Resolving internal conflict

# Training Needs Analysis for Charles Poulton

The goal of this development plan is to provide Charles Poulton with the clarity of their current development priorities based on their REACH360. After training and/or coaching Charles Poulton will commonly see their development priorities change next time they take the survey and receive feedback using REACH360.



		Counseling Characteristics (the "who")	Rating	0	1	2	3	4	5	
Relating to Others	Recognizing others' efforts	Self	3.00	[Bar chart: 3.00]						
		Raters	3.80	[Bar chart: 3.80]						
	Identifying personal needs	Self	2.00	[Bar chart: 2.00]						
		Raters	3.83	[Bar chart: 3.83]						
	Cultivating team spirit	Self	4.00	[Bar chart: 4.00]						
		Raters	3.50	[Bar chart: 3.50]						
	Assimilating team members	Self	4.00	[Bar chart: 4.00]						
		Raters	3.40	[Bar chart: 3.40]						
	<b>Average:</b>		<b>Self</b>	<b>3.25</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>3.64</b>							
		Coaching Characteristics (the "why")	Rating	0	1	2	3	4	5	
Relating to Others	Rallying others around a cause	Self	5.00	[Bar chart: 5.00]						
		Raters	3.83	[Bar chart: 3.83]						
	Finding opportunities for synergy	Self	5.00	[Bar chart: 5.00]						
		Raters	3.83	[Bar chart: 3.83]						
	Easing tensions during conflict	Self	4.00	[Bar chart: 4.00]						
		Raters	4.17	[Bar chart: 4.17]						
	Building rapport	Self	4.00	[Bar chart: 4.00]						
		Raters	4.17	[Bar chart: 4.17]						
	<b>Average:</b>		<b>Self</b>	<b>4.50</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>4.00</b>							
		Driving Characteristics (the "what")	Rating	0	1	2	3	4	5	
Achieving Goals	Guiding team during change	Self	4.00	[Bar chart: 4.00]						
		Raters	3.83	[Bar chart: 3.83]						
	Exercising control over processes	Self	4.00	[Bar chart: 4.00]						
		Raters	4.50	[Bar chart: 4.50]						
	Evaluating individual performance	Self	4.00	[Bar chart: 4.00]						
		Raters	3.83	[Bar chart: 3.83]						
	Establishing clear expectations	Self	4.00	[Bar chart: 4.00]						
		Raters	4.50	[Bar chart: 4.50]						
	<b>Average:</b>		<b>Self</b>	<b>4.00</b>	More Challenging Less Effective		Moderate	More Comfortable More Effective		
		<b>Raters</b>	<b>4.17</b>							
		Advising Characteristics (the "how")	Rating	0	1	2	3	4	5	
Achieving Goals	Integrating diverse perspectives	Self	4.00	[Bar chart: 4.00]						
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		<b>Raters</b>	<b>4.50</b>							

## Charles Poulton Current Development Priorities

### Counselor

#### Developing Counselor Skills (the “Who”)

They should consider this list of courses:

#### **Assimilating team members**

- [Supervising Others Training](#)
- [Cross Cultural Communication](#)
- [The 10 Dimensions of Effective Leadership](#)

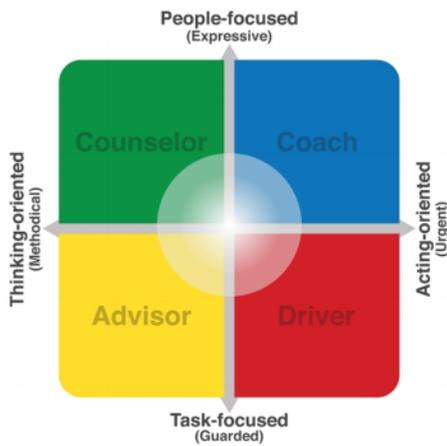
#### **Identifying personal needs**

- [PPA - Building Team Synergy](#)
- [PPA - Identifying Difference as Opportunities](#)
- [Advanced Skills for Elite PA's and EA's](#)
- [Business Writing Essentials for the Modern Workplace](#)
- [Business Writing for the Digital Era](#)
- [The 10 Dimensions of Effective Leadership](#)
- [Time Management for the Modern Individual](#)

#### Coaching Activities (recommended in the REACH Coaches Companion)

- New manager assimilation
- Identifying and overcoming a weakness
- Involve your team in creating an upbeat culture

## Recommendations: Type 2: Trait/Awareness-based RQ Elements



### Developing Awareness of Self and Others – Trait Based Elements of RQ

- [Communication Skills Training](#)
- [Facilitation Skills Training](#)
- [Emotional Intelligence \(EQ\) Training](#)
- [Body Language Training](#)
- [Advanced Facilitation Skills Training](#)

### Developing Resilience and Adaptability – Preparing for change today and tomorrow!

- [PPA - Building Team Synergy](#)
- [PPA - Resilience and You Training](#)
- [PPA - Problem Solving with a Growth Mindset](#)
- [PPA - Identifying Difference as Opportunities](#)

## Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Culture Survey.