

The logo features a stylized bar chart with an upward-pointing arrow on the left, followed by the text "INCLUSIVE LEADER" in a bold, blue, sans-serif font. To the right of the text is "360°" in a smaller, orange font, with a circular arrow below it indicating a full rotation.

INCLUSIVE LEADER^{360°}



Thursday, June 29, 2023

The logo consists of a stylized blue "mm" monogram with a small orange dot above the second 'm'. Below the monogram, the words "MELISSA MAJORS" are written in a blue, sans-serif font, and "CONSULTING" is written in a smaller, blue, sans-serif font below that.

MELISSA MAJORS
CONSULTING

HELLO, 

Thank you for choosing to complete this 360 Inclusive Leader assessment. Feedback is like a flashlight in the dark; it prevents you from tripping over things you can't see. The data revealed in this report works like a flashlight. It illuminates your path to becoming an even better leader.

This report will give you enlightening insight from colleagues, yourself, and industry benchmarks. We've also included personalized recommendations to help you apply this insight to bolster your impact and maturity journey.

This data is confidential. We share benchmark data but keep your specific results anonymous unless you explicitly permit us to do so.

Please set aside at least thirty minutes to review this report mindfully. We recommend reading the results no fewer than twice. The first pass will likely evoke a range of positive and negative emotions. Many leaders' visceral reaction to feedback is to get defensive and attempt to determine the source of specific feedback or sentiments. That reaction is natural; give yourself some grace. While we can't control our emotional reactions, we can choose intentional actions, which is why the second reading is vital.

During your second review, pause to complete the reflection questions listed toward the end of this report. They will help you make sense of the data and choose informed and intentional next steps.

Lastly, as it relates to inclusion, many feel that optimization is an impossible quest, thus, not worth the effort. Please shift your mindset to this, "we're not broken; we're simply unfinished." There is much we still need to learn to work and connect with those different from ourselves. Completing this 360 assessment is evidence of your commitment to becoming a leader that enables all people to thrive and will serve as your blueprint for optimized inclusive leadership behavior.

“Inclusion is much more than a moral obligation; it's a performance accelerator.”

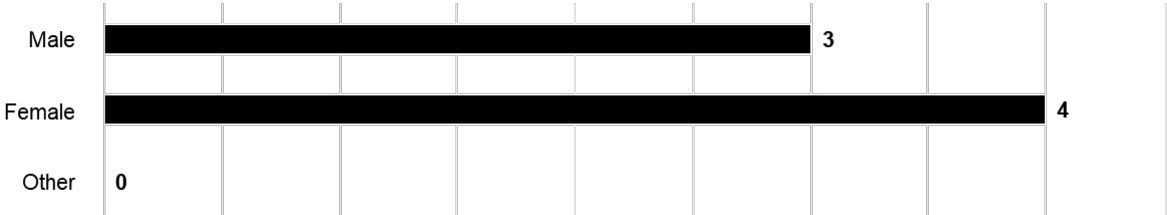
-Melissa Majors

RESPONDENT SUMMARY

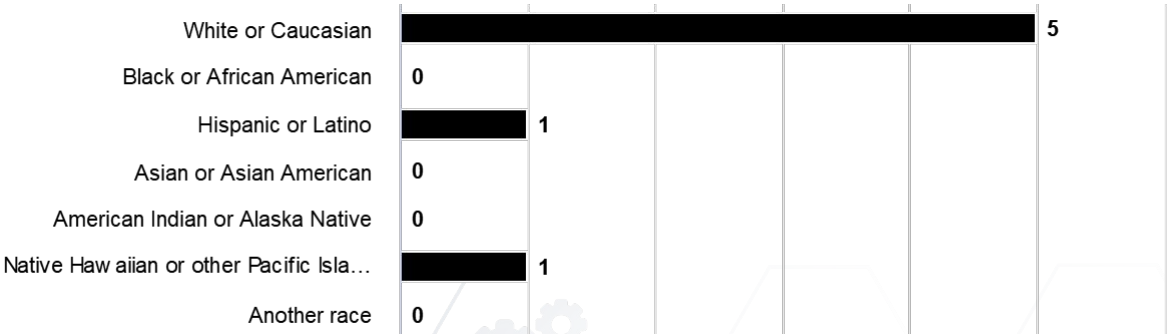
You had 7 of colleagues provide feedback. Within this report you'll see a comparison of their feedback by role.

Demographic summary of the respondents:

GENDER



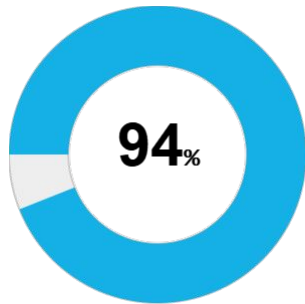
RACE



AGE GROUP



YOUR OVERALL INCLUSIVE LEADER SCORE



Inclusive Leader Maturity Level: Optimized
Overall score is: 94%.



<69% SCORE
UNPROVEN inclusive leaders have yet to demonstrate their commitment to inclusion. They lack the opportunity, knowledge, or motivation to exhibit tangible inclusive leadership behaviors.

70-79% SCORE
LEARNING Inclusive leaders are perceived as somewhat committed to inclusion in word and deed. These leaders are at the beginning stages of discovering their behavior's adverse, unintentional impact on team dynamics.

80-89% SCORE
EVOLVING inclusive leaders recognize inclusion as a performance accelerator and demonstrate their commitment to helping all team members thrive. They are somewhat self-aware and attempt to mitigate exclusive leadership behavior and team dynamics.

90%+ SCORE
OPTIMIZED inclusive leaders are highly trusted and influential. They have proven experience demonstrating and holding themselves and others accountable to inclusive behavior expectations. They are highly self-aware and experience superior team, organizational, and individual performance. Team engagement, morale, power sharing, collaboration, trust, and employee retention are optimized.

A background graphic featuring a large fingerprint icon on the left, several padlock icons, and a network of hexagons with lines connecting them. A magnifying glass icon is also present on the right side.

NET PROMOTER SCORE

Your Net Promoter Score is: 85.

This score is an indicator of employee loyalty, engagement, trust, morale, and retention. The answers collected are divided into three categories:

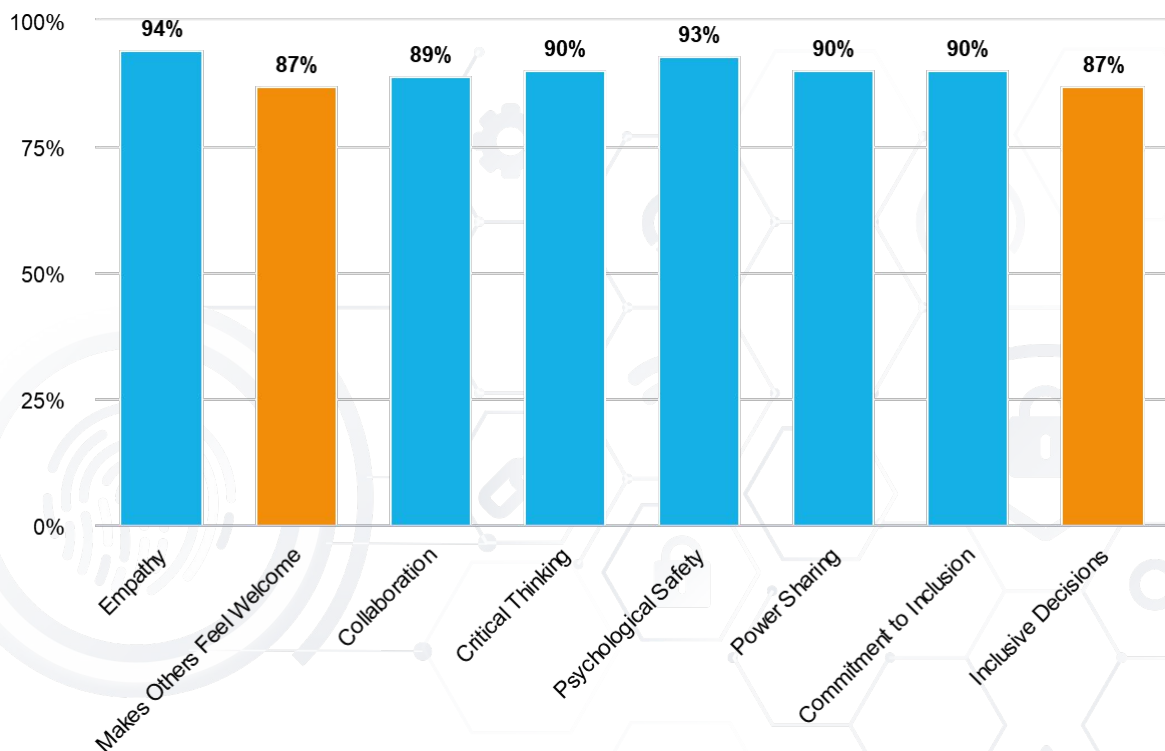
- **Promoters** – These are employees who score 9 to 10. They are highly engaged, are resilient in times of uncertainty and will gladly share positive stories about their leader.
- **Passives** – These employees score 7 to 8 on the scale. They are not unhappy but neither are they happy. While they are not included in calculating the score, they should not be ignored either.
- **Detractors** – These are employees who score from 0 to 6. They are very dissatisfied and would easily speak negatively about their leader.

The Employee Net Promoter Score is calculated by subtracting the number of detractors from the promoters, dividing the result by the total number of respondents and multiplying the result by 100.

In other words; the number of promoters minus number of detractors divided by the number of respondents, multiplied by 100.

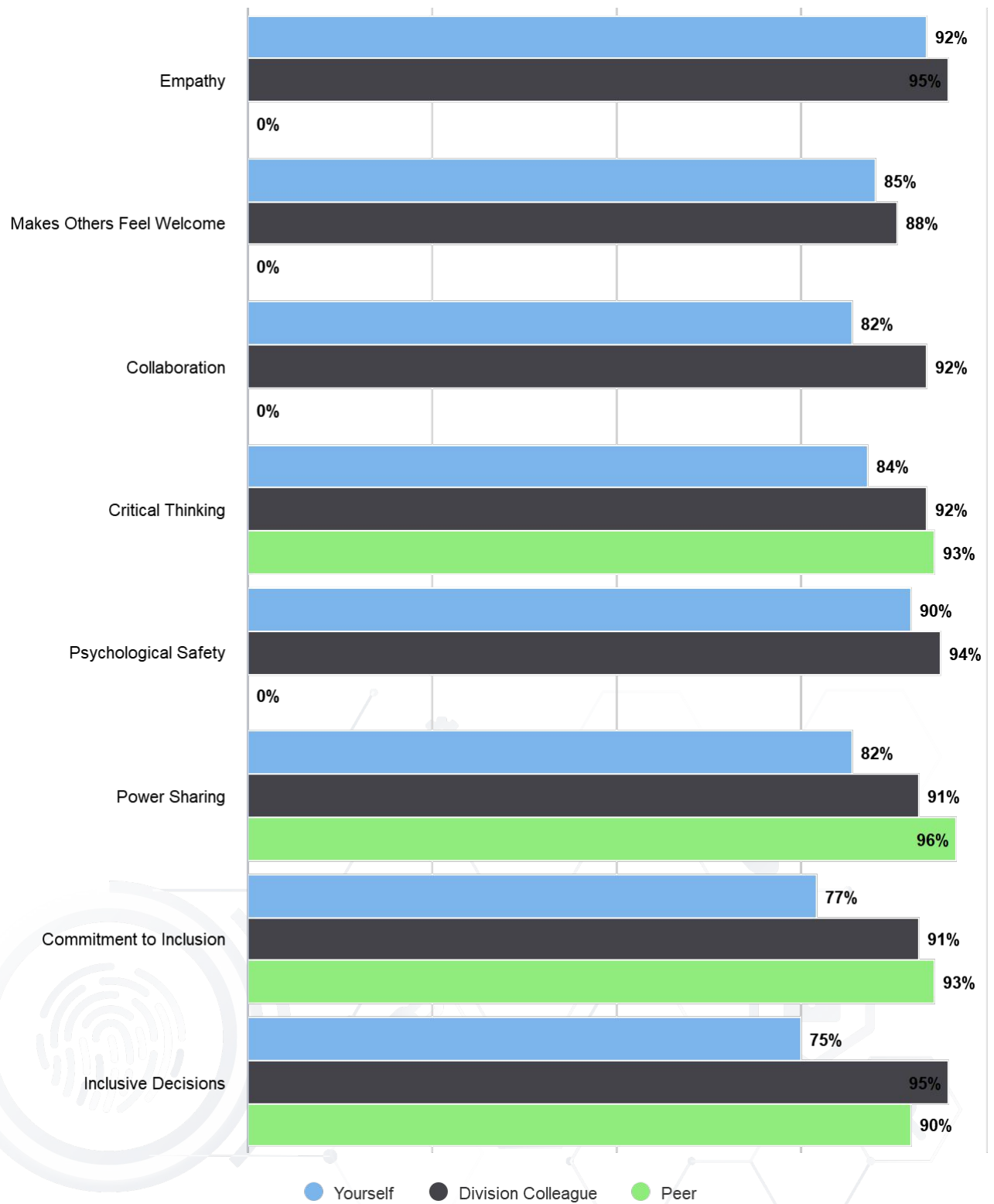
ASSESSMENT SUMMARY

Your overall rating in each competency.



ASSESSMENT SUMMARY SPLIT BY ROLE

Your Rating in each category, split by respondents role:



COMPETENCIES COMPARISON SUMMARY

| | Your Rating | Colleague Ratings | Competency |
|---------------------------|-------------|-------------------|---|
| INCLUSIVE DECISIONS | 75% | 93% | <ul style="list-style-type: none"> • Listens First, Speaks Last • Mindfully Involves Diverse Stakeholder Perspectives • Shares Decision-Making Power, I.e., Group Voting, Prioritization, And Ideation |
| CRITICAL THINKING | 84% | 92% | <ul style="list-style-type: none"> • Ensures Objective Decisions Are Made With Data Vs. With Emotions, Instincts, or Solely on Dominants' Opinion • Teams are Built to be Diverse-by-Design • Proactively Solicits Contrarian Viewpoints |
| POWER SHARING | 82% | 92% | <ul style="list-style-type: none"> • Recognizes The Influence Of Power On Team Dynamics And Employee Behavior • Demonstrates A Curious Mindset • Has The Courage To "Break Rank" And Disagree With Popular Opinion |
| MAKES OTHERS FEEL WELCOME | 85% | 88% | <ul style="list-style-type: none"> • Voices Are Heard And Considered • Socially Savvy With Diverse Groups Of People • Uses Gender-Neutral Language, I.e., "Team" Vs. "Guys", "Friends" Vs. "Ladies And Gentlemen" |
| PSYCHOLOGICAL SAFETY | 90% | 94% | <ul style="list-style-type: none"> • Doesn't Shame Self Or Others For Unintentional Exclusion; Rather Transforms Mistakes Into Continuous Improvement • Enables Anonymous Feedback Channels • Provides Feedback In Non-Judgmental, Brain-Friendly Manner • Acknowledges Biases and Compensates Through Mindful Behavior and Regular Reflection • Expects Employees To Be Themselves vs. Assimilate to a Dominant Culture |

| | | | |
|-------------------------|-----|-----|--|
| EMPATHY | 92% | 95% | <ul style="list-style-type: none"> • Demonstrates An Interest In Other Perspectives, Even If In Disagreement • Conducts Organization And Leadership Assessments • Listens Deeply And Confirms An Accurate Understanding Of Diverse Viewpoints |
| COLLABORATION | 82% | 92% | <ul style="list-style-type: none"> • Mitigates Barriers To Collaboration Such As Interruptions And Misplaced Credit • Leads Inclusive Meeting Experiences • Transforms Conflict Into Healthy Debate And Better Outcomes |
| COMMITMENT TO INCLUSION | 77% | 89% | <ul style="list-style-type: none"> • Daily Behaviors (Micro-Level) Demonstrate A Commitment To Inclusion • Rationale Based On Business Case And Organizational Values • Perceived By Others as Committed to Inclusion • Holds Others Accountable When Demonstrating Non-Inclusive Behavior |



OPEN-ENDED COMMENTS

Qualitative insights balanced with quantifiable data provide the whole story and context of your inclusive leader maturity and impact. The following list provides the unedited, open-ended comments shared by your responders. **Remember, feedback is a gift; embrace it as such.**

Questions

Would you recommend me as a leader? May I ask why you chose that rating, please?

What aspects of your identity do you feel you need to hide or downplay around me and why? May I ask you to name or describe the types of people I have a tendency to interrupt?

Who are the people I listen to and consider the opinion of more than others?

Do you trust me? May I ask why you selected that rating?

Responses

- [REDACTED] listens to understand and offers coaching when necessary. He is empathetic and wants to see others succeed. - Division Colleague
- You are inclusive regardless of gender - you approach everyone with the same intent. - Peer
- [REDACTED] has consistently proven himself to be passionate about his work, a leader who cares about those he works with, and an excellent coach. - Division Colleague
- [REDACTED] possesses the exact qualities that are considered to be a great leader. - Division Colleague
- [REDACTED] loves people and you can see that on his leadership skills. He's always willing to teach and help. - Division Colleague

- Everybody at the company, it doesn't matter what role they're in. - Division Colleague
- There's never been a reason to not trust Sgt. He's earned that from me by following through on what he says he's going to do and by being authentic with me. - Division Colleague
- you have demonstrated you can be trusted in all aspects of our friendship and working relationship. - Peer
- I've found [REDACTED] to be a leader not only in his work but in the way he speaks to people and includes them. I trust him because he cares about his work and the people he works with. - Division Colleague
- I appreciate [REDACTED] very much! He leads by example and I love being able to work with [REDACTED] on deals. - Division Colleague

What can I do to support you even better?

Is there anything else you'd like to share?

- I've never experienced anything negative or that would make me not trust you as a leader so far. - Division Colleague
- Continue with transparency and communication. - Division Colleague
- Keep the lines of communication open, don't be afraid to share ideas and know that they are good. - Peer
- continuous coaching - Division Colleague
- Keep teaching :) - Division Colleague
- I like that [redacted] takes the time to build and maintain a professional relationship with me. He understands there's more to me than just my work self. - Division Colleague
- N/A - Division Colleague



HIGHEST SCORED COMPETENCIES

- Empathy
- Psychological Safety
- Power Sharing

LOWEST SCORED COMPETENCIES

- Inclusive Decisions
- Makes Others Feel Welcome
- Collaboration

UNINTENTIONAL EXCLUSION

Biases are a natural threat detection mechanism that we all have in our brains. Everyone has them in one form or another. They efficiently help our brains take shortcuts and preserve energy assessing potential threats, which works well with inanimate objects; but can mislead us when judging people. According to your self-assessment, when asked if you were biased, you answered **Yes**. When asked, “Do you know the types of people you are biased toward?” you answered **Yes**.

Based on our research and advances in neuroscience, we know it’s easier to empathize and trust people more like us than different. Inclusive leaders identify their biases and mindfully work to mitigate them from adversely impacting their behavior.

We asked both respondents and yourself, if you treated all people fairly (1=Rarely, 10=Always). Your respondents answered: **10**

Your answer was **9**.

We asked your respondents to indicate the types of people they suspect or have witnessed you treating unfairly. Please note that we’ve learned most unfair behavior, especially in the workplace, is typically unintentional and not malicious. Your colleagues’ perceptions are based on their observations and suspicions. Uncovering this viewpoint is vital for your introspection, self-awareness, and navigating potential biases.

Here’s what they said (if blank, your colleagues didn’t indicate potential biases):

REFLECTION QUESTIONS

As mentioned at the beginning of this report, feedback is like a flashlight, it illuminates the things you would otherwise trip over. The results of this 360-inclusive leader assessment can illuminate your path to growth and maturity. The results of this 360 increased your self-awareness and can have the potential to be intimidating. Don't stop here, friend. Now that you've gained insight into your actions, it may seem overwhelming. This is all normal. Take a breath. Revert your energy back to being intentional, and let's unpack this new awareness and translate it into impact by using these questions as a guide.

If you'd like additional coaching and guidance, I'm here for you. Drop us a note at hello@melissamajors.com or visit melissamajors.com to learn more.

Which results are the most surprising to you and why?

Describe the significant differences in how you rated yourself versus your colleagues.

Which results are you the proudest of, and which are the most concerning?

Review the following list of competencies and inclusive leadership actions. Based on the data in this report, circle three behaviors that, if consistently demonstrated, would significantly improve your inclusive leader score.

| Inclusive Leader Actions | |
|----------------------------------|---|
| Inclusive Decisions | <ul style="list-style-type: none"> • Listens first, speaks last. • Mindfully involves diverse stakeholder perspectives. • Shares decision-making power, I.e., group voting, prioritization, and ideation. |
| Critical Thinking | <ul style="list-style-type: none"> • Ensures objective decisions are made with data vs. With emotions, instincts, or solely on dominants' opinion. • Teams are built to be diverse-by-design. • Proactively solicits contrarian viewpoints. |
| Sharing Power | <ul style="list-style-type: none"> • Recognizes the influence of power on team dynamics and employee behavior. • Demonstrates a curious mindset. • Has the courage to "break rank" and disagree with popular opinion. |
| Makes Others Feel Welcome | <ul style="list-style-type: none"> • Voices are heard and considered. • Socially savvy with diverse groups of people. • Uses gender-neutral language, I.e., "Team" Vs. "Guys", "Friends" Vs. "Ladies And Gentlemen". |
| Psychological Safety | <ul style="list-style-type: none"> • Doesn't shame self or others for unintentional exclusion; rather transforms mistakes into continuous improvement. • Enables anonymous feedback channels. • Provides feedback in non-judgmental, brain-friendly manner. • Embraces their bias and compensates through mindful behavior and regular reflection. • Expects and encourages employees to be themselves vs. assimilate to a dominant culture. |
| Empathy | <ul style="list-style-type: none"> • Demonstrates an interest in other perspectives, even if in disagreement. • Conducts organization and leadership assessments. • Listens deeply and confirms an accurate understanding of diverse viewpoints. |
| Collaboration | <ul style="list-style-type: none"> • Mitigates barriers to collaboration such as interruptions and misplaced credit. • Leads inclusive meeting experiences. • Transforms conflict into healthy debate and better outcomes. |
| Commitment to Inclusion | <ul style="list-style-type: none"> • Daily behaviors (micro-level) demonstrate a commitment to inclusion. • Rationale based on business case and organizational values. • Perceived by others as committed to inclusion. • Holds self and others accountable when demonstrating non-inclusive behavior. |

REFLECTION QUESTIONS (CONTINUED)

When you consistently demonstrate these prioritized behaviors, what will be the impact on yourself, your team, and your company?

What risks do you anticipate encountering applying these behaviors and how will you mitigate them?

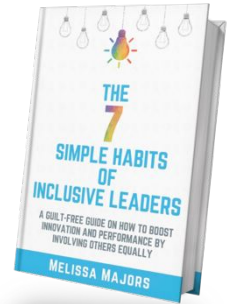
What other insights did this report illuminate for you?



THE NEXT STEPS

It takes approximately sixty-six successful attempts to build new habits. To help you build them, we suggest the following steps:

- **Read** [The 7 Simple Habits of Inclusive Leaders](#). The framework for this assessment is based on the research revealed in this book. We want you to be successful, so use promo code 'IL360' for 36% off.
- **Review** our [blog posts](#). We regularly share insights that will fuel your maturity and learning journey.
- **Download** and use this [habit tracker quick sheet](#). It includes a summary of the inclusive leadership habits described in the book and an easy-to-use habit tracker tool.
- **Get coached!** The team at Melissa Majors Consulting offers proven inclusive leadership coaching that will elevate your impact. Please [click here](#) for more information.
- **Invite inclusive leadership expert, Melissa Majors, to speak to your team.** We offer a variety of educational options from keynotes, workshops, and leadership retreats. [Click here](#) to learn more.



We are proud of you, friend! You've taken a significant step toward evolving and become a leader that enables ALL to thrive. If we can be of service, please don't hesitate to contact us at hello@melissamajors.com. Cheers!


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