

360 TEAM REPORT

Christian Neubert, Managing Director
Lisa Danels, Executive Director



EXECUTIVE SUMMARY

STRENGTHS

- Authentic, purpose-driven and know themselves quite well. They are confident in themselves and are willing to speak up, share ideas, address conflict head on, and swiftly address performance issues
- Nimble and can adapt quickly to external changes and work well in ambiguity or a green field
- Strong emotional intelligence, enjoys partnering with each other and stays optimistic in personal interactions
- Set clear expectations, hold themselves and others accountable, and gives people the latitude to own their own work
- Knows how to navigate the political landscape and who to go to in order to get things done.

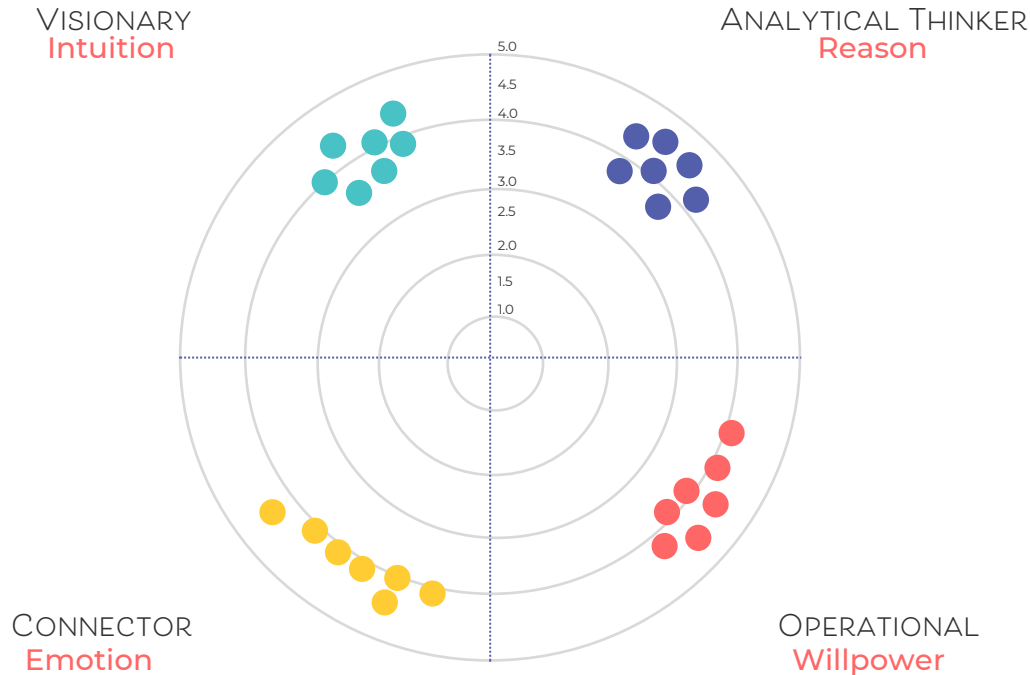
AREAS OF OPPORTUNITY

- Increase risk-taking as it is an underused strength based on the intellectance (pattern recognition)
- Drive innovation and explore business opportunities and strategic partnerships that can yield more value creation
- Greater focus on continuous improvement to drive operational excellence and maximize profitability
- Better leverage resources in and across the company to focus on the greatest projects that add value
- Focus on building networks to drive strategic partnerships and a greater focus on ONE company

RECOMMENDATIONS

- Develop a Growth Mindset in the organization to foster innovation and increase the level of agility and performance
- Drive greater levels of innovation by developing an innovators mindset and drive continuous improvement to exploit current opportunities
- Encourage each other to more risk-taking by leveraging the risk equation and looking at opportunities while continuing to mitigate risk.
- Give more focus to customer centricity by sharing customer stories, require customer visits and discuss dialogues with customers

TEAM REPORT - LEADERSHIP QUALITIES



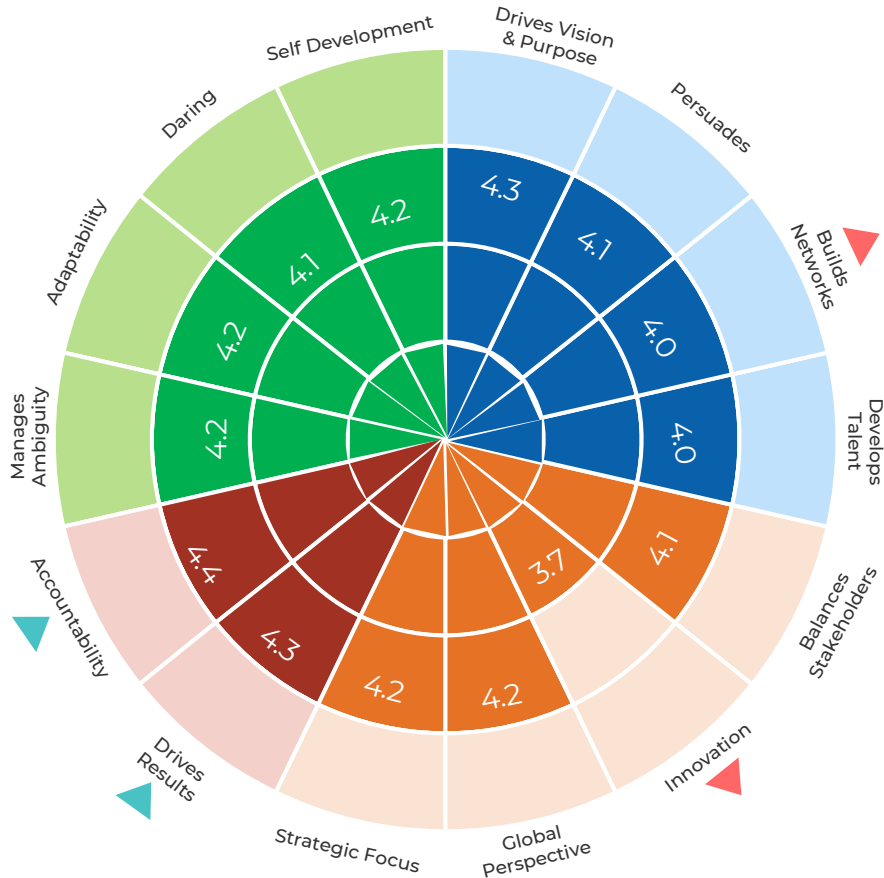
WE ARE WELL

balanced

INSIGHTS

- All leaders show strength in emotional connection
- A greater focus for some leaders on vision and analytic thinking
- Strong ability to get things done and execute

CRITICAL COMPETENCIES FOR SENIOR LEADER SUCCESS



These 14 competencies on the left have been identified as the most important competencies for senior leaders' success.

The numbers in the chart represent the average of the 7 team members using "all others" scores in the CORE™ 360 Report.

Inner circle = Developmental (< 3.0)

Second ring = Moderate effective (3.0 – 3.8)

Third ring = Effective (3.9 – 4.4)

Fourth ring = Highly effective (4.5 – 5.0)

▲ In the Top five
▼ In the bottom five

ALL TEAM MEMBERS ARE STRONG IN THE FOLLOWING AREAS



FACTOR

WHAT ARE OUR KEY STRENGTHS OF THE TEAM?

TRAITS

- Assertiveness
- Persistence
- Empathy

Human Performance

- Purpose & Values
- Emotional Balance

Competencies

- Builds Trust
- Daring
- Centered
- Self-Development
- Manages Ambiguity
- Adaptability
- Financial Acumen
- Customer Centric
- Global Perspective
- Directs Work
- Accountability
- Partnership
- Drives engagement
- Organizational Savvy
- Drives Purpose & Values

Team members:

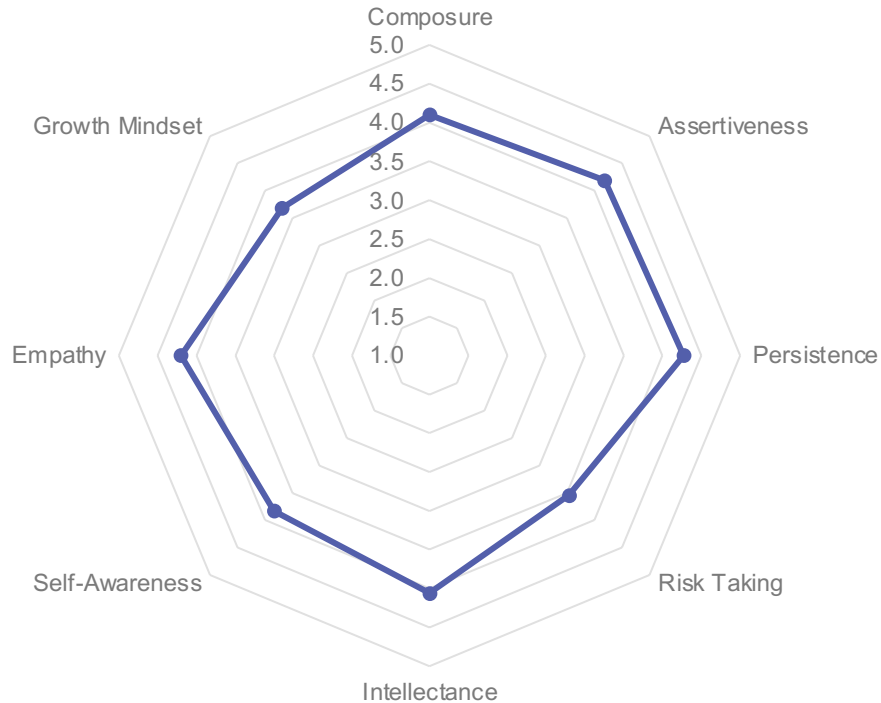
- Are confident in themselves and are willing to speak up, share ideas, address conflict head on, and swiftly address performance issues
- Are authentic, purpose-driven and know themselves quite well
- Nimble and can adapt quickly to external changes and work well in ambiguity or a green field
- Have strong emotional intelligence, enjoys partnering with each other and stay optimistic in personal interactions
- set clear expectations, hold themselves and others accountable, and give people the latitude to own their own work
- Make people feel valued and create a trusting culture where people can achieve their best
- Know how to navigate the political landscape and who to go to in order to get things done
- Understand how to read and interpret financials to drive business results and drive good decision making

WHAT ARE OUR TEAM'S

signature
{ *traits* }



TEAM REPORT - TRAITS



INSIGHTS

- 71% of the team take moderate risk—they will take risks that they know will pan out but avoid the risks that could lead to bigger gains
- Strong persistence and willingness to overcome obstacles to achieve results
- 100% of team have moderate growth mindset which means team members are less likely to go outside their comfort zone and learn new things
- More than 50% of the leaders are low in self-awareness—this is an important driver to driving better results.

A 2013 analysis performed by [Korn / Ferry Institute](#) found that self-awareness appears to correlate with overall company financial performance. The companies with a greater percentage of self-aware employees consistently outperformed those with a lower percentage.

TRAITS



Composure



Assertiveness



Persistence



Risk-taking



Intellectance



Self-awareness



Empathy



Growth Mindset



Legend

Development Need	Moderate Effective	Effective	Highly Effective
<3.0	3.1-3.8	3.9-4.4	4.5-5.0

OUR strengths

- **Confident** – we are confident in our abilities and not afraid to speak up
- **Persistent** – we are achievement oriented and passionate; we overcome obstacles to achieve results
- **Composed** – we stay calm in a crisis and leverage our problem-solving skills
- **Empathy** – we can walk in another's shoes
- **Intellectance** – we process information and data quickly

OUR weaknesses

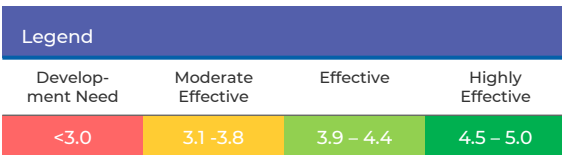
- **Risk-taking** – we play it safe or are cautious in taking risks
- **Growth Mindset** – we do not always recognize the importance of going outside our comfort zone and engaging in feedback
- **Self-Aware** – we are not always aware of our impact on others.

HOW WE MANAGE OUR

energy

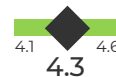


HUMAN PERFORMANCE



1 ————— 2 ————— 3 ————— 4 ————— 5

Purpose and Values



Mental Mastery



Physical Resilience



Emotional Balance



AS TEAM WE ARE PURPOSE-DRIVEN AND HAVE A GOOD ABILITY TO FOCUS AND GET THINGS DONE. WE ARE OPTIMISTIC IN OUR OUTLOOK AND MAINTAIN HEALTHY RELATIONSHIPS. SOME OF US RUN THE RISK OF NOT TAKING CARE OF OURSELVES PHYSICALLY AND GETTING ENOUGH REST AND RECOVERY TIME FOR OPTIMAL PERFORMANCE

recovery

WHAT WE CAN DO
competencies



TOP AND BOTTOM COMPETENCIES

Top Five	Average	Range	# Leaders strength (>=3.9)	Bottom Five	Average	Range	# Leaders Development (<=3.8)
Builds Trust	4.4	4.2 - 4.7	7	Innovation	3.7	3.2 - 4.4	5
Organizational Savvy	4.4	4.2 - 4.6	7	Resourcefulness	4.0	3.6 - 4.3	3
Accountability	4.3	3.9 - 4.6	7	Continuous Improvement	4.0	3.7 - 4.3	3
Directs Work	4.3	4.2 - 4.6	7	Interpersonal Savvy	4.0	3.6 - 4.3	2
Drive Results	4.3	3.8 - 4.8	6	Builds Networks	4.0	3.6 - 4.3	2



WE ARE ACTION ORIENTED
AND DRIVE RESULTS
THROUGH OUR

people

COMPETENCIES

ALIGN WITH SELF	Average	Range	# Leaders strength (>=3.9)	THINK WITH KNOW HOW	Average	Range	# Leaders strength (>=3.9)
Authenticity				Perceptive			
Builds Trust	4.4	4.2 - 4.7	7	Business Acumen	4.1	3.7 - 4.7	6
Daring	4.1	3.9 - 4.5	7	Financial Acumen	4.4	3.9 - 4.8	7
Centered	4.2	4.1 - 4.4	7	Customer Centric	4.0	3.9 - 4.5	7
Nimble				Decisive			
Self Development	4.2	3.9 - 4.4	7	Decision Quality	4.1	3.8 - 4.4	6
Manages Ambiguity	4.3	4.0 - 4.6	7	Manages Stakeholders	4.1	3.8 - 4.6	6
Adaptability	4.2	4.0 - 4.4	7	Thought Leadership			
				Innovation	3.7	3.2 - 4.4	2
				Global Perspective	4.2	4.0 - 4.6	7
				Strategic Focus	4.2	3.7 - 4.6	5

WE ARE NIMBLE AND KNOW
OURSELVES WELL. WE COULD
BETTER DRIVE

innovation

COMPETENCIES

ACT WITH PURPOSE	Average	Range	# Leaders strength (>=3.9)	CONNECT WITH PEOPLE	Average	Range	# Leaders Development (<=3.8)
Embark				Collaborate			
Takes Initiative	4.1	3.6 - 4.7	5	Partnership	4.3	4.0 – 4.5	7
Resourcefulness	4.0	3.6 – 4.3	4	Interpersonal Savvy	4.0	3.6 – 4.3	5
Operationalize				Builds Networks	4.0	3.6 – 4.3	5
Directs Work	4.3	4.2 – 4.6	7	Nurture			
Planning & Organization	4.1	3.8 – 4.5	6	Attracts top talent	4.0	3.7 – 4.3	5
Continuous Improvement	4.0	3.7 – 4.3	4	Develops Talent	4.0	3.6 – 4.3	5
Outcomes				Diversity	4.1	3.8 – 4.3	5
Accountability	4.4	3.9 – 4.6	7	Builds Effective teams	4.1	3.8 – 4.4	6
Drives Results	4.3	3.8 – 4.8	6	Mobilize			
				Drives engagement	4.2	3.9 – 4.6	7
				Organizational Savvy	4.4	4.2 – 4.6	7
				Persuades	4.1	3.8 – 4.3	6
				Communicates effectively	4.0	3.8 – 4.3	6
				Drives Vision & Purpose	4.3	4.0 – 4.7	7

WE CAN BETTER LEVERAGE OUR
RESOURCES AND CONTINUOUS
IMPROVEMENT TO DRIVE
OPERATIONAL



WHAT OUR CLIENTS
gain

 **INSPIRATION**

We fuel desire for understanding peoples' talents and strengths at a deeper level so they never stop learning and growing.

 **CONFIDENCE**

Belief is power. We help empower individuals and organizations to grow with confidence, take risks and inspire others.

 **OPPORTUNITY**

We champion the power of possibility and the lifelong pursuit of endless opportunity and achievement.

 **RESULTS**

We deliver. Everything we do is to help individuals, teams and organizations succeed at every level.

info@human-edge.com

+41 61 229 38 34

human-edge.com

human  edge