



360° FEEDBACK REPORT

- SAMPLE -

January 2021



Introduction

Raters	Number
Self	1
Manager	1
Peers	5
Reports	5

Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and acknowledge our strengths. Receiving a 360 feedback report can be a personally rewarding experience.

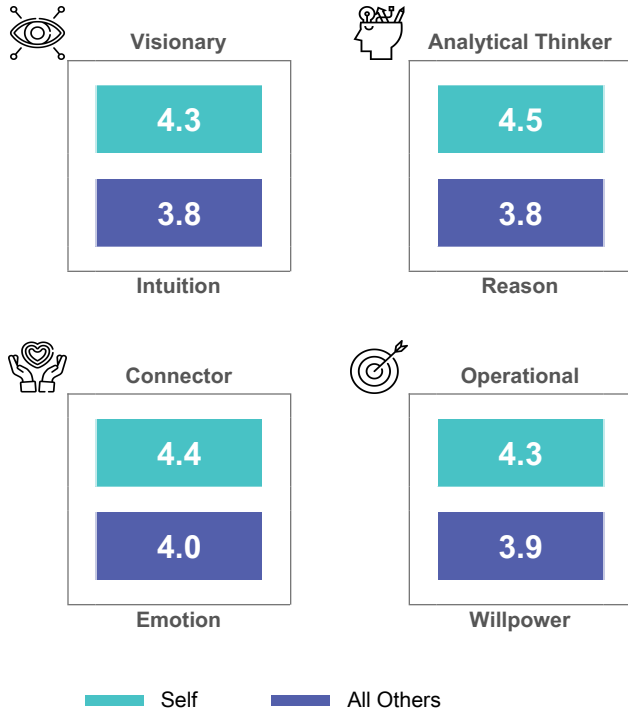
To get the maximum benefit, it's best to pay attention to the overall themes in the dashboard. This will help you quickly identify areas of strength and opportunities for greater leadership impact.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviors.

Use the development plan on the final page of this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.

Balance of Leadership Qualities

Exceptional leaders are balanced and adaptable. They have the capacity to be whole brain thinkers which allows them to use the right leadership qualities in any given situation. Below is an account of how balanced you are in the four leadership qualities.



You are a whole brain thinker that leverages all leadership qualities and can adapt your style to meet the changing requirements.

Connector - You have the blueprint for a collaborative leader who focuses on building trusted relationships to manage stakeholders and drive engagement. You effectively leverage the diversity within the workforce through understanding and utilizing the individual skillsets of others. You build networks and establish trusted partners within and outside the organization.

Your second strongest leadership quality is Operational. You focus being a pragmatic and results-driven leader who focuses on effectively organizing the workforce to deliver exceptional standards. You approach conflict directly, emphasizing the importance of accountability and taking initiative. You are oriented towards continuous improvement and moving the organization forward.

Development

Continue to leverage all four qualities by reflecting on whether you are using the best leadership quality for each circumstance you are in, exploring areas you could improve on further. Notice where others may not be as adept at flexing between the different leadership qualities and seek to provide guidance and support.

Blind Spots and Hidden Strengths

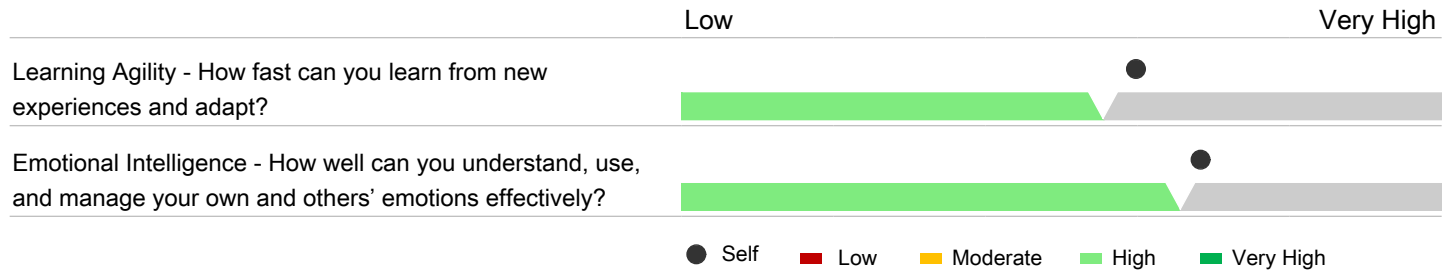
This section below will give you the insight to become more self-aware and enable you to understand your blind spots. Where you think you are strong, and all others rated you lower and hidden strengths where you rated yourself lower, but all others rated you higher.

Blind Spots	All	
	Self	Others
Assertiveness	5.0	3.9
Financial Acumen	5.0	3.9
Communicates Effectively	5.0	3.9
Global Perspective	5.0	4.0
Empathy	5.0	4.1

Hidden Strengths	All	
	Self	Others
Physical Resilience	2.5	3.2

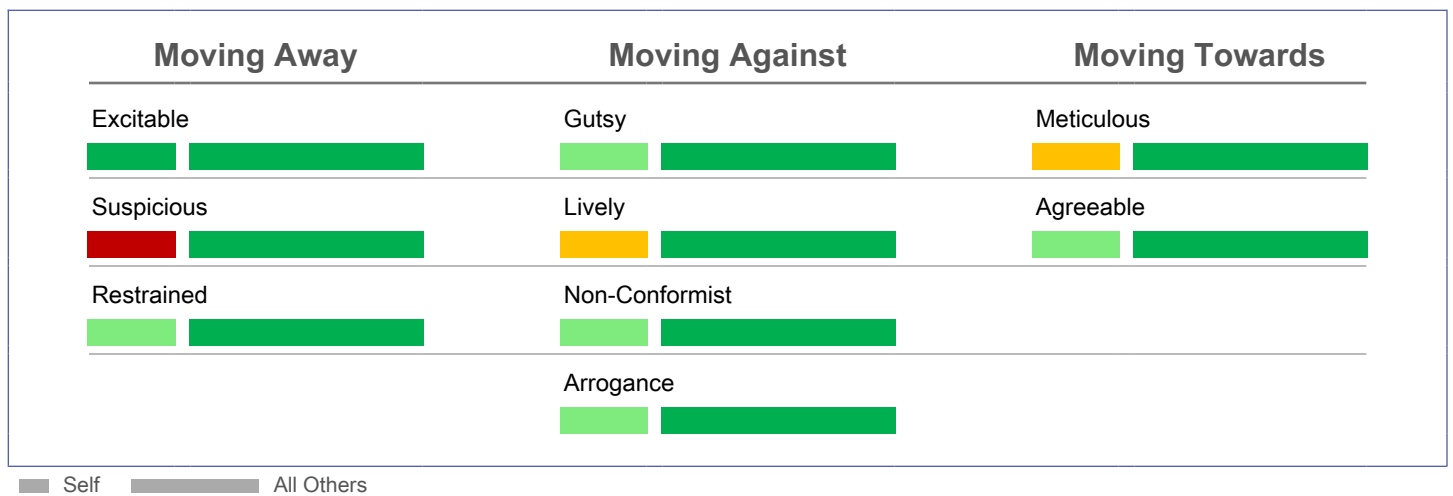
Learning Agility and Emotional Intelligence

Below you will gain clarity on how well you manage in a complex environment (learning agility) and the degree of emotional intelligence you apply to your human interactions.



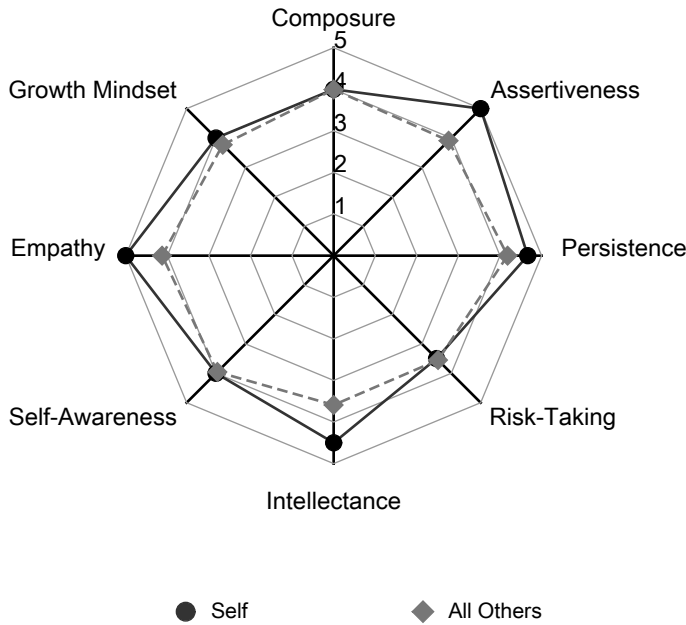
Derailers

What gets in the way of my success? How do I behave under stress?



Traits

Traits are personality characteristics that are inclinations and natural tendencies a person leans toward which are predictors of behaviors and attitudes in life. The traits below have been chosen to be the ones most linked to unlocking your potential.



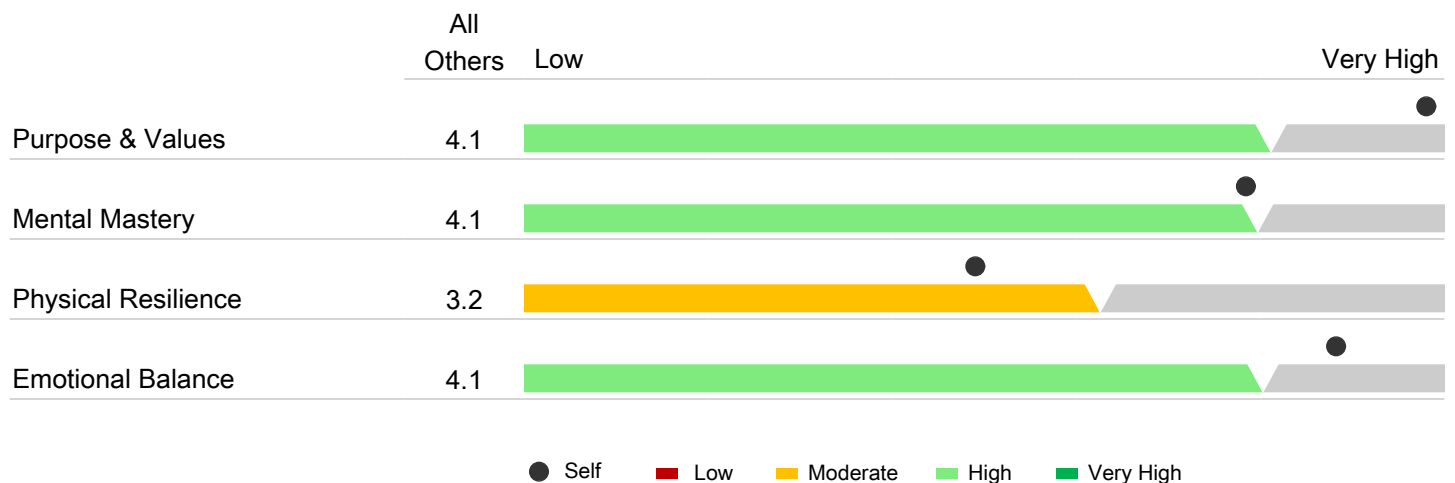
Your strongest trait is Persistence which means you demonstrate a drive towards achieving set objectives even when faced with obstacles, but sometimes you may not recognize when the current course of action should be modified or halted.

Your second strongest trait is Empathy which means you demonstrate an understanding of and concern for others, preferring to take an empathetic approach to leadership when possible.

Your lowest trait is Risk-Taking which means you are likely to recognize the importance of taking appropriate risks in decision-making processes, but demonstrate hesitation when making these types of decisions without the full backing of others.

Human Performance

Human Performance is an indication of how well you are managing your energy which allows you to perform at high levels and realize your ambitions.



Competencies

These 14 competencies below have been identified as the most important competencies for senior leader success.

Inner circle = Developmental, Second ring = Moderate effective, Third ring = Effective, Fourth ring = Highly effective

Connects with Others

Aligns with Self



Acts with Purpose

Thinks with Know How

Top and Bottom Five Competencies

The competencies below are your top and bottom five which are a sub-set of the total 33 VUCA competencies you are being evaluated on.

Bottom Five	All Others
Innovation	3.2
Takes Initiative	3.6
Develops Talent	3.6
Business Acumen	3.7
Resourcefulness	3.7

Top Five	All Others
Builds Trust	4.4
Centered	4.3
Diversity	4.3
Organizational Savvy	4.3
Self Development	4.2

Traits - Detail

Traits are personality characteristics that are inclinations and natural tendencies a person leans toward which are predictors of behaviors and attitudes in life. Traits are core to who you are, but they don't represent a predetermined fate.



Composure - You are likely to maintain a calm and understanding manner most of the time, but may come across as somewhat impatient when faced with overly challenging situations.

Assertiveness - You demonstrate the ability to take the lead when needed but may not always feel fully confident to fully own your leadership domain.

Persistence - You demonstrate a drive towards achieving set objectives even when faced with obstacles, but sometimes you may not recognize when the current course of action should be modified or halted.

Risk-Taking - You are likely to recognize the importance of taking appropriate risks in decision-making processes, but demonstrate hesitation when making these types of decisions without the full backing of others.

Intellectance - You are likely to apply a logical approach to analyzing information and generating solutions, but struggle to identify and explore different relevant points of view.

Self-Awareness - You demonstrate awareness of your personal strengths and weaknesses but may not proactively address your weaknesses to adapt more readily and have greater impact.

Empathy - You demonstrate an understanding of and concern for others, preferring to take an empathetic approach to leadership when possible.

Growth Mindset - You recognize the importance of developing new skills and engaging in feedback. However, when given a choice you tend to avoid challenging or new situations which could put you in an uncomfortable position, and/or prefer to avoid difficult feedback discussions.



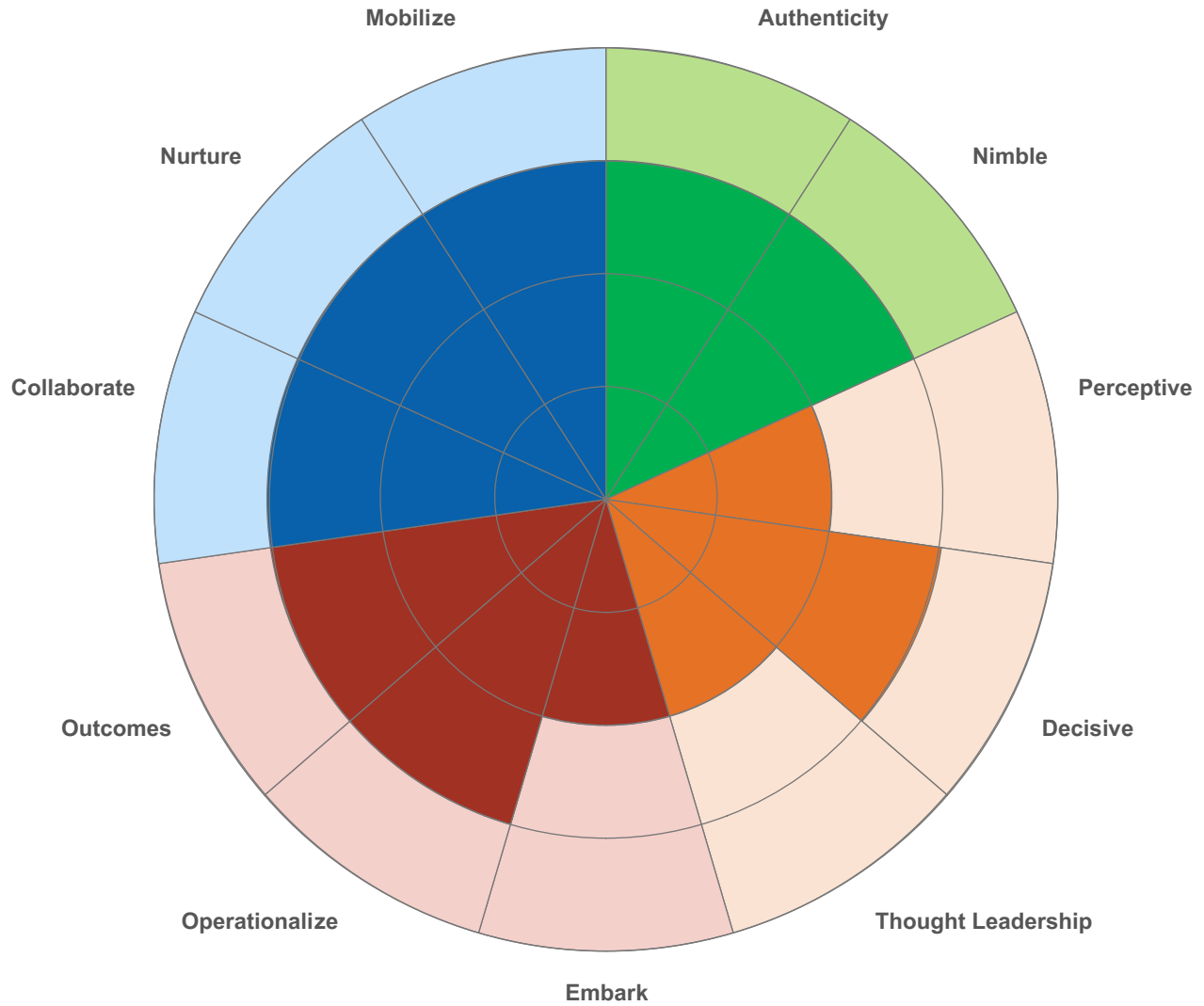
Competencies - Sub-Categories

Competencies are the leadership skills that matter most for success in the current business environment. Human Edge has identified through research the competencies that drive leadership and business performance. These skills enable you to make a meaningful impact because they determine how you drive results.

Inner circle = Developmental, Second ring = Moderate effective, Third ring = Effective, Fourth ring = Highly effective

Connects with Others

Aligns with Self



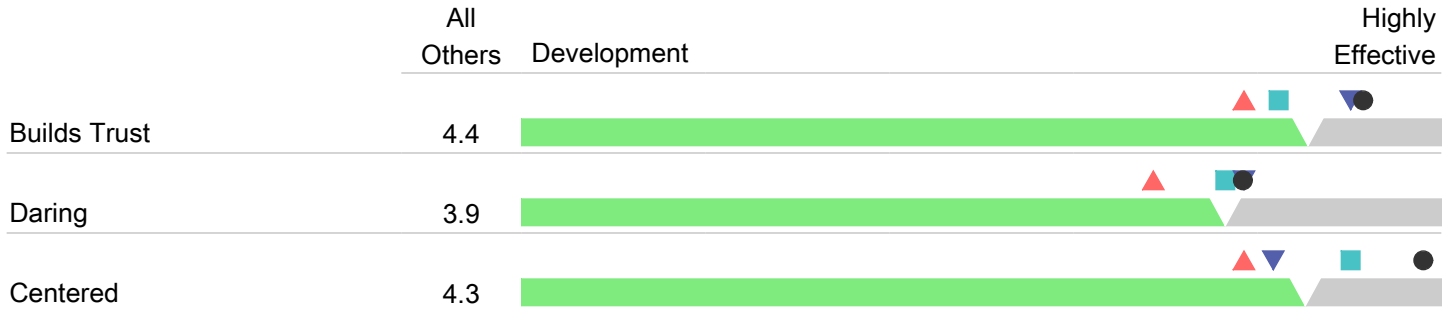
Acts with Purpose

Thinks with Know How

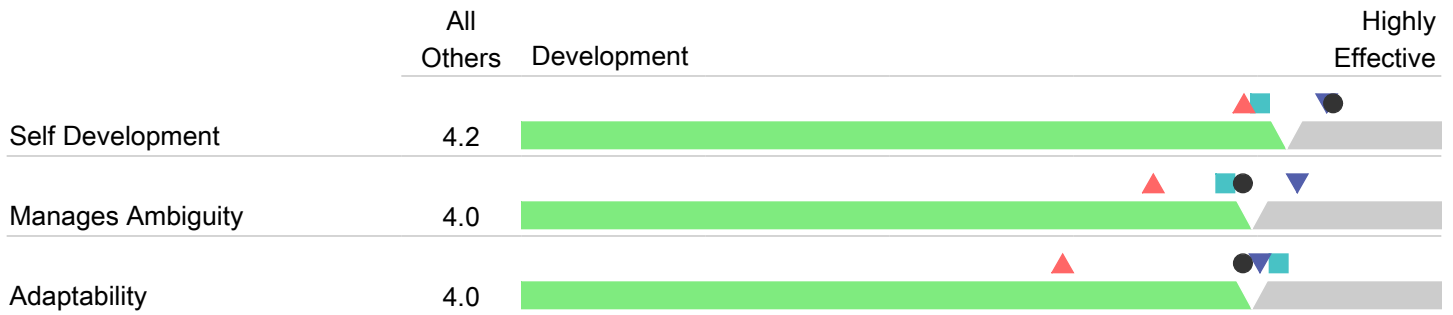
Competencies - Detail

ALIGN WITH SELF

Authenticity



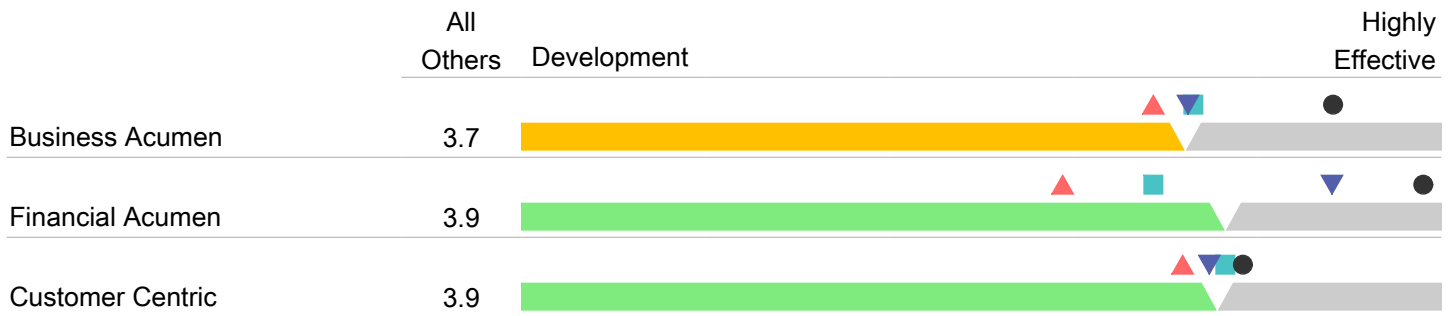
Nimble



Competencies - Detail

THINK WITH KNOW-HOW

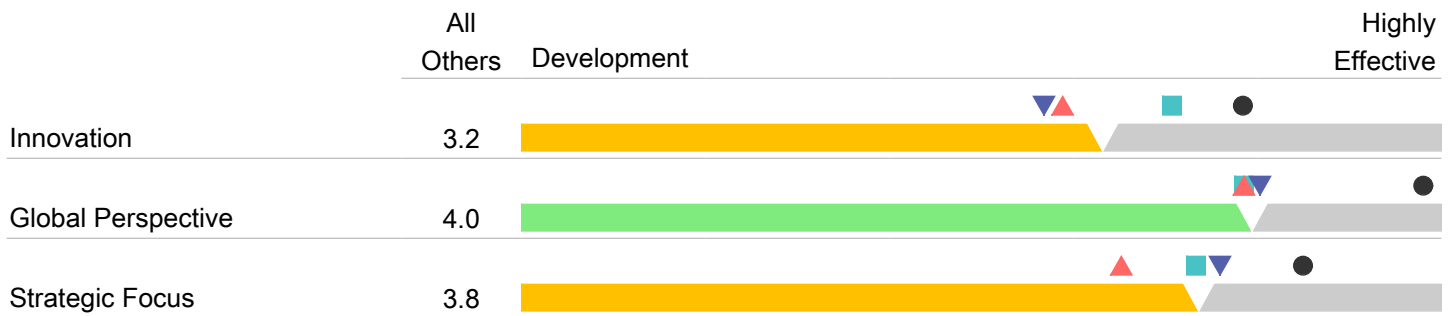
Perceptive



Decisive



Thought Leadership



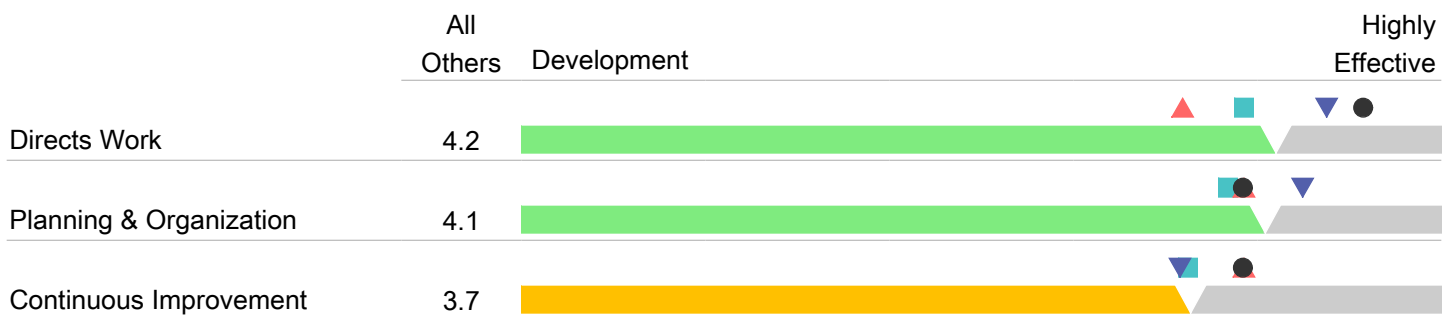
Competencies - Detail

ACT WITH PURPOSE

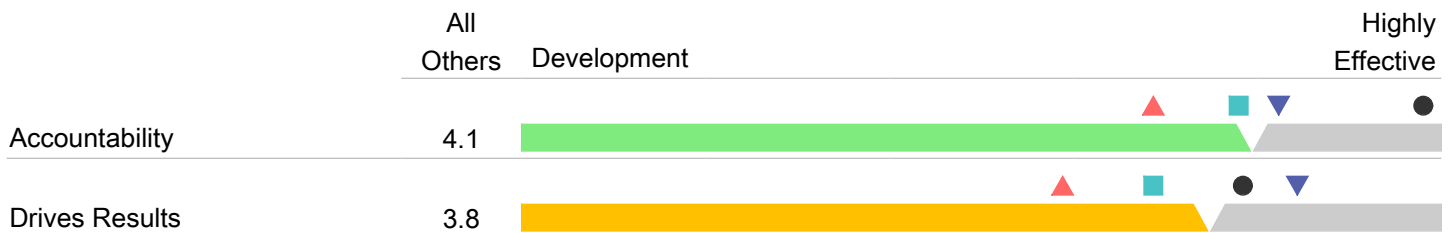
Embark



Operationalize



Outcomes



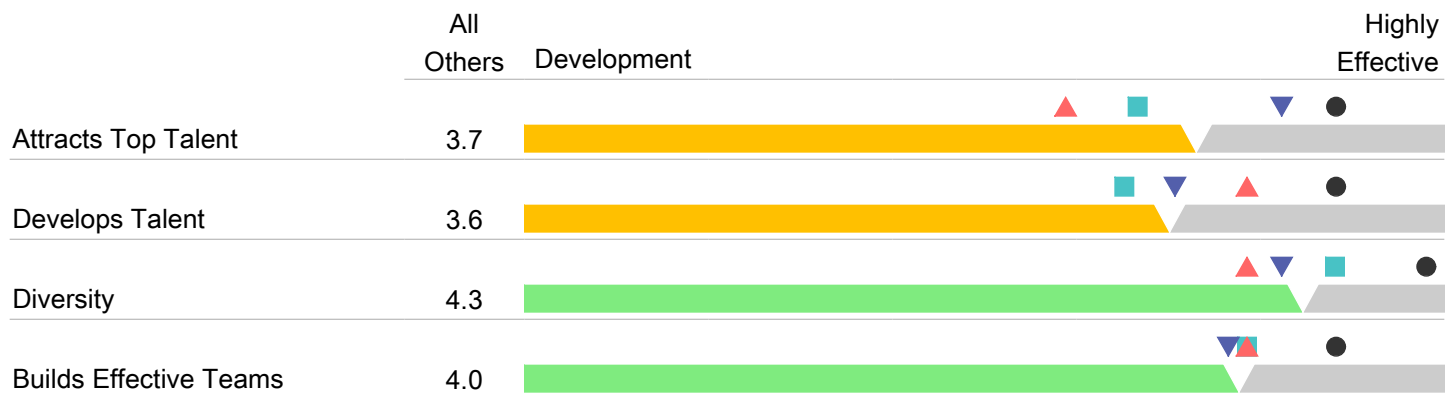
Competencies - Detail

CONNECT WITH PEOPLE

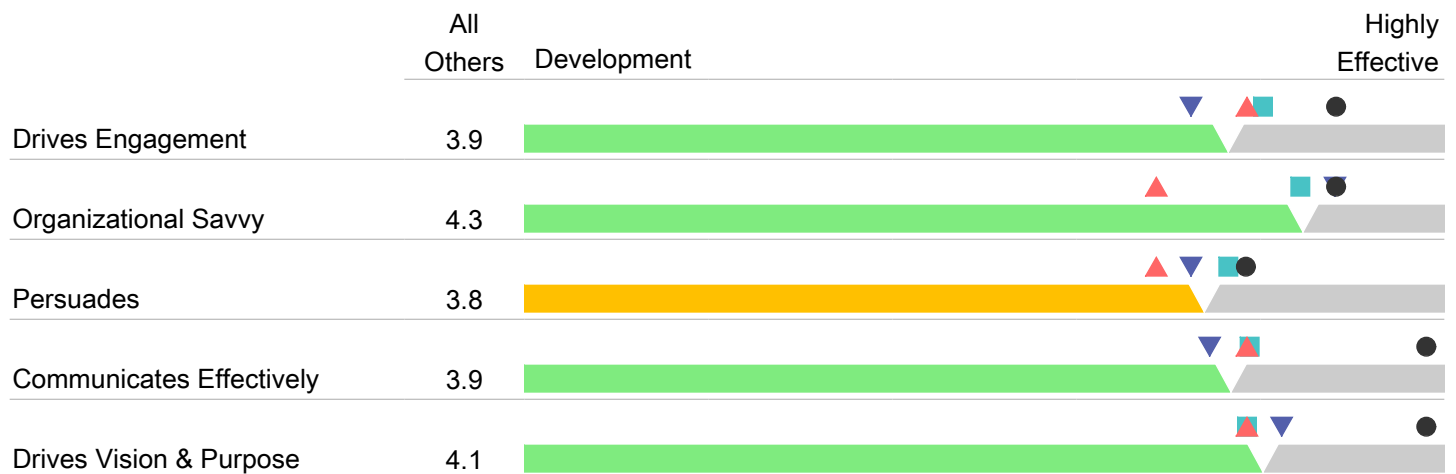
Collaborate



Nurture



Mobilize



Human Performance - Detail

Human Performance has shown to improve individual and corporate performance by taking a holistic view with the intent of maximizing energy and improving wellbeing. There are four key pillars to Human Performance which include living with Purpose tied to Personal Values to inspire others to live a purposeful life. The second element is Mental Mastery which examines your ability to focus and quiet your mind. There is a clear link of Physical Resilience and performance. Your ability to manage how well you take care of your body, including exercise and healthy eating, and providing down-time for recovery will determine your energy levels and affect your brain function. Lastly, Emotional Balance is your ability to express your needs and understand the needs of others in order to have healthy supportive relationships.

Scale	Self	Manager	Peers	Reports
Purpose & Values	Very High	Very High	High	High
Mental Mastery	High	Moderate	High	High
Physical Resilience	Low	Moderate	Moderate	Moderate
Emotional Balance	Very High	Moderate	High	High

Purpose & Values - You are likely to be aware of your core personal values and beliefs, basing your actions on these when possible.

Mental Mastery - You are able to maintain a good level of focus when needed, putting strategies in place in order to assist in delivering your objectives.

Physical Resilience - You attempt to make healthy lifestyle choices but struggle to maintain this at times, preferring to prioritize other areas in your life when given the choice.

Emotional Balance - You are likely to display appropriate emotional responses to a variety of different situations, but may be seen to overreact at times.

Derailers - Detail

Derailers are the behaviors that can get in the way of a leader's success. They can be an overused strength or the dark side of a person's personality. Typically, Derailers are qualities that emerge in times of increased strain and can disrupt relationships, damage reputations, and derail peoples' chances of success. Below are the measures that evaluate interpersonal behaviors that can potentially cause challenges at work and in life. Behaviors associated with high scores can be a strength, but when overused or used in the wrong situation can derail relationships and even careers. Individuals who understand their performance limitations and increase their self-awareness will have greater chance of career success.

Scale	Self	Manager	Peers	Reports
Excitable	Low Risk	Moderate Risk	Low Risk	Low Risk
Suspicious	Very High Risk	Moderate Risk	Low Risk	Moderate Risk
Restrained	Moderate Risk	Moderate Risk	Low Risk	Low Risk
Gutsy	Moderate Risk	Low Risk	Low Risk	Low Risk
Lively	High Risk	Moderate Risk	Low Risk	Low Risk
Non-Conformist	Moderate Risk	Moderate Risk	Low Risk	Low Risk
Arrogance	Moderate Risk	Low Risk	Low Risk	Low Risk
Meticulous	High Risk	Low Risk	Low Risk	Moderate Risk
Agreeable	Moderate Risk	Moderate Risk	Low Risk	Low Risk

Excitable - You are likely to be seen as a calm and stable individual, expressing emotions in a mature manner. You are unlikely to become overly excited and are able to maintain healthy relationships.

Suspicious - You are likely to place your trust in others easily, taking a collaborative approach to tasks and proactively seeking to repair relationships even when others fail to meet your expectations.

Restrained - You tend to come across as kind and friendly, showing concern over the problems that others face and asking questions in order to understand different perspectives. People are likely to see you as approachable and a source of help when needed.

Gutsy - You demonstrate the ability to make realistic decisions, taking a practical approach to resolve challenges as they arise. You are unlikely to generate overly creative ideas with others seeing you as level-headed and task-oriented.

Lively - You are likely to come across as quiet in group settings, letting others take the lead and preferring to avoid being the center of attention. You may be more comfortable working behind the scenes of a project, providing support to others to ensure success.

Non-Conformist - You are likely to prefer following established rules and procedures which have been proven to be successful in the past. You are careful in your approach and avoid taking unnecessary risks. You communicate with others respectfully and learn from mistakes.

Arrogance - You are likely to be seen as modest and unpretentious and you avoid self-promotion. It's unlikely that you will interrupt, criticize, or challenge others even if you disagree with them. You are willing to accept responsibility for failures and mistakes and you have a healthy sense of your worth and what you can expect as recognition.

Meticulous - You are likely to come across as undemanding, preferring to take a more relaxed approach to following rules and procedures. You are likely to delegate tasks regularly and prioritize tasks appropriately based on the situation.

Agreeable - You are likely to prefer acting independently rather than working within a group, relying upon yourself to make important decisions and demonstrating a willingness to challenge others at all levels in order to get the best outcome. You trust your direct reports and stick up for them when necessary.

■ Very High Risk
 ■ High Risk
 ■ Moderate Risk
 ■ Low Risk
 ■ N/A

Verbatims - 3 Questions

What could you do more of?

Manager

- Come up with solutions pro-actively

Peers

- na
- Needs to be more in the details of his business and not just depend on functional manager to have the details. More ownership for the enterprise and not just the region.
- ensuring forecasts are aligned between countries
- Listen more to feedback to better anticipate issues coming his way.

Reports

- Recognise positive development and performance
Challenge poor performance
Focus on high level strategy
Absorb more from HQ without passing it on
- He tends to lose its active listening skills when he is under pressure
- Asking focused questions and wait for the answer to come
- Be more empowering to team members and willing to accept mistakes seeing them as opportunities for extra strengths
- Reach out to people at all levels of the organization and always in a positive manner. His LT can deliver the tougher messages to the team. I think that he has to deliver so much each month that he doesn't have the time to be more visionary. I think he should look to do this more often to generate more excitement about the future of the company. I also think that closer integration of the LT is needed. We can use the monthly meeting to drive key regional projects and less info sharing

Verbatims - 3 Questions

What could you do less of?

Manager

- Finding excuses and blaming other functions when things went wrong

Peers

- na
- Less pushback and explanations on things that have not gone according to plan.

Reports

- Talking in meetings - trust himself that he makes his point well first time and doesn't need to keep reframing
- Less engagement in details to allow more attention/focus on the big picture and strategic dynamics
- His communication style is sometimes not adapted to the team that is made of senior and experienced executives. As an example, there is no need to repeat many times that 'execution' is key. One time is enough
- Get into too many small issues and detail of numbers
Number of meetings
Refer to HQ for small decisions or investment

Verbatims - 3 Questions

How could you be more effective?

Manager

- Consider upgrading your leadership team

Peers

- More involved in details of his business. Continue to assess his key people and ensure that right people are in the right positions. Keep bringing more talent in.
- driving full alignment to the company for the regional growth strategy
- na
- Less appointments in the calendar.

Reports

- More focus on efficiencies and empowerment to people
- More communications to the whole organization especially around new initiatives to show the way forward.
- Communication under pressure / stress management might be an area to explore
- Continue the transition to coaching his key directors - connect them more and hold them accountable for find the solutions themselves rather than stepping in (this is a work in progress)
- Delegate and empower more, hold people to account for performance
Focus more on big value items, like partnerships, alliances, business development, big product performance

Appendix

In the table below you will find all the averages for every scale for each rater category.

Dimension	Scale	Self	Manager	Peers	Reports
Traits	Composure	4.0	3.7	3.9	4.1
Traits	Assertiveness	5.0	3.0	3.7	4.3
Traits	Persistence	4.7	4.0	4.2	4.2
Traits	Risk-Taking	3.5	2.5	3.8	3.5
Traits	Intellectance	4.5	3.0	3.5	3.8
Traits	Self-Awareness	4.0	3.5	3.8	4.2
Traits	Empathy	5.0	4.0	4.0	4.2
Traits	Growth Mindset	4.0	3.7	3.8	3.6
Human Performance	Purpose & Values	5.0	4.5	4.0	4.2
Human Performance	Mental Mastery	4.0	3.3	4.0	4.3
Human Performance	Physical Resilience	2.5	3.5	3.7	3.3
Human Performance	Emotional Balance	4.5	3.5	4.3	4.0
Competencies	Builds Trust	4.7	4.0	4.2	4.6
Competencies	Daring	4.0	3.5	3.9	4.0
Competencies	Centered	5.0	4.0	4.6	4.2
Competencies	Self Development	4.5	4.0	4.1	4.5
Competencies	Manages Ambiguity	4.0	3.5	3.9	4.3
Competencies	Adaptability	4.0	3.0	4.2	4.1
Competencies	Business Acumen	4.5	3.5	3.7	3.7
Competencies	Financial Acumen	5.0	3.0	3.5	4.5
Competencies	Customer Centric	4.0	3.7	3.9	3.8
Competencies	Decision Quality	4.0	3.5	3.9	4.1
Competencies	Manages Stakeholders	4.0	3.5	4.0	3.9
Competencies	Innovation	4.0	3.0	3.6	2.9
Competencies	Global Perspective	5.0	4.0	4.0	4.1
Competencies	Strategic Focus	4.3	3.3	3.7	3.9
Competencies	Takes Initiative	4.5	3.5	3.2	3.9
Competencies	Resourcefulness	4.0	3.0	3.6	4.0

Appendix

Dimension	Scale	Self	Manager	Peers	Reports
Competencies	Directs Work	4.7	3.7	4.0	4.5
Competencies	Planning & Organization	4.0	4.0	3.9	4.3
Competencies	Continuous Improvement	4.0	4.0	3.7	3.7
Competencies	Accountability	5.0	3.5	4.0	4.2
Competencies	Drives Results	4.0	3.0	3.5	4.3
Competencies	Partnership	4.3	3.7	4.2	4.4
Competencies	Interpersonal Savvy	4.0	4.0	4.4	3.8
Competencies	Builds Networks	4.0	3.5	4.1	3.8
Competencies	Attracts Top Talent	4.5	3.0	3.4	4.2
Competencies	Develops Talent	4.5	4.0	3.3	3.6
Competencies	Diversity	5.0	4.0	4.5	4.2
Competencies	Builds Effective Teams	4.5	4.0	4.0	3.9
Competencies	Drives Engagement	4.5	4.0	4.1	3.7
Competencies	Organizational Savvy	4.5	3.5	4.3	4.5
Competencies	Persuades	4.0	3.5	3.9	3.7
Competencies	Communicates Effectively	5.0	4.0	4.0	3.8
Competencies	Drives Vision & Purpose	5.0	4.0	4.0	4.2
Derailers	Excitable	2.5	3.0	2.1	2.6
Derailers	Suspicious	4.5	3.0	2.5	3.3
Derailers	Restrained	3.0	3.0	2.8	2.8
Derailers	Gutsy	3.0	2.0	2.5	2.7
Derailers	Lively	4.0	3.0	2.9	2.7
Derailers	Non-Conformist	3.0	3.3	2.3	2.9
Derailers	Arrogance	3.0	2.0	2.0	2.2
Derailers	Meticulous	4.0	2.5	2.3	3.2
Derailers	Agreeable	3.0	3.5	2.3	2.7

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.

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