360 REVIEW, CORE COMPETENCIES & DERAILERS

Without a derailers section, you are probably missing important pieces of your 360-degree feedback puzzle. Derailers guide us to specific areas where we can take action. They often give us the "why" behind the results. Combined with the open-ended comments and the results from the leadership competency section, participants can clearly see themes de-velop in their feedback.

Common Leadership Derailers
Based on years of research and experience, we have identified 13 of the most common leadership derailers. These in-clude:
1. Lacks Focus: Easily distracted; shifts from task to task without getting the most critical things done.
2. Not a Team Player: Selfish; places personal agenda before the good of the team.
3. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."
4. Not Trusted: Violates or compromises the trust of others; has difficulty gaining the trust of others.
5. Micromanager: Overly controlling; does not empower others with the freedom and latitude to do their best work.
6. Volatile: Loses his/her temper; loses patience quickly; irritable and lacks composure.
7. Lacks Confidence: Overly concerned with making mistakes; indecisive; avoids risk.
8. Aloof: Distant, unapproachable, or isolated; viewed as indifferent to others; fails to build effective relationships.
9. Arrogant: Egotistical; displays a strong sense of entitlement.
10. Closed-minded: Is closed to new ideas; not open to critical feedback; unwilling to consider other viewpoints.
11. Eager to please: Overly concerned with being accepted and liked; defers to other people's opinions.
12. Perfectionist: Fails to recognize when something is "good enough;" obsessive; uncompromising.

Leadership Intelligence® 360 Surveys include the following 12 competencies:
1. Business Acumen
2. Decision Making
3. Planning & Organization
4. Integrity & Trust
5. Innovation & Creativity
6. Results Orientation
7. Customer Focus
8. Managing Change
9. Communication
10. Teamwork & Collaboration
11. Leading Others
12. Performance Management
13. Employee Engagement

RATER SUMMARY

The Rater Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.

	PARTICIPATED	INVITED	PERCENT
Self	1	1	100%
Supervisor	1	1	100%
Peer	4	5	80%
Direct Report	4	5	80%
Total	**10**	**12**	**83%**

The following individuals were invited to participate:

Self
- Daniele Padua

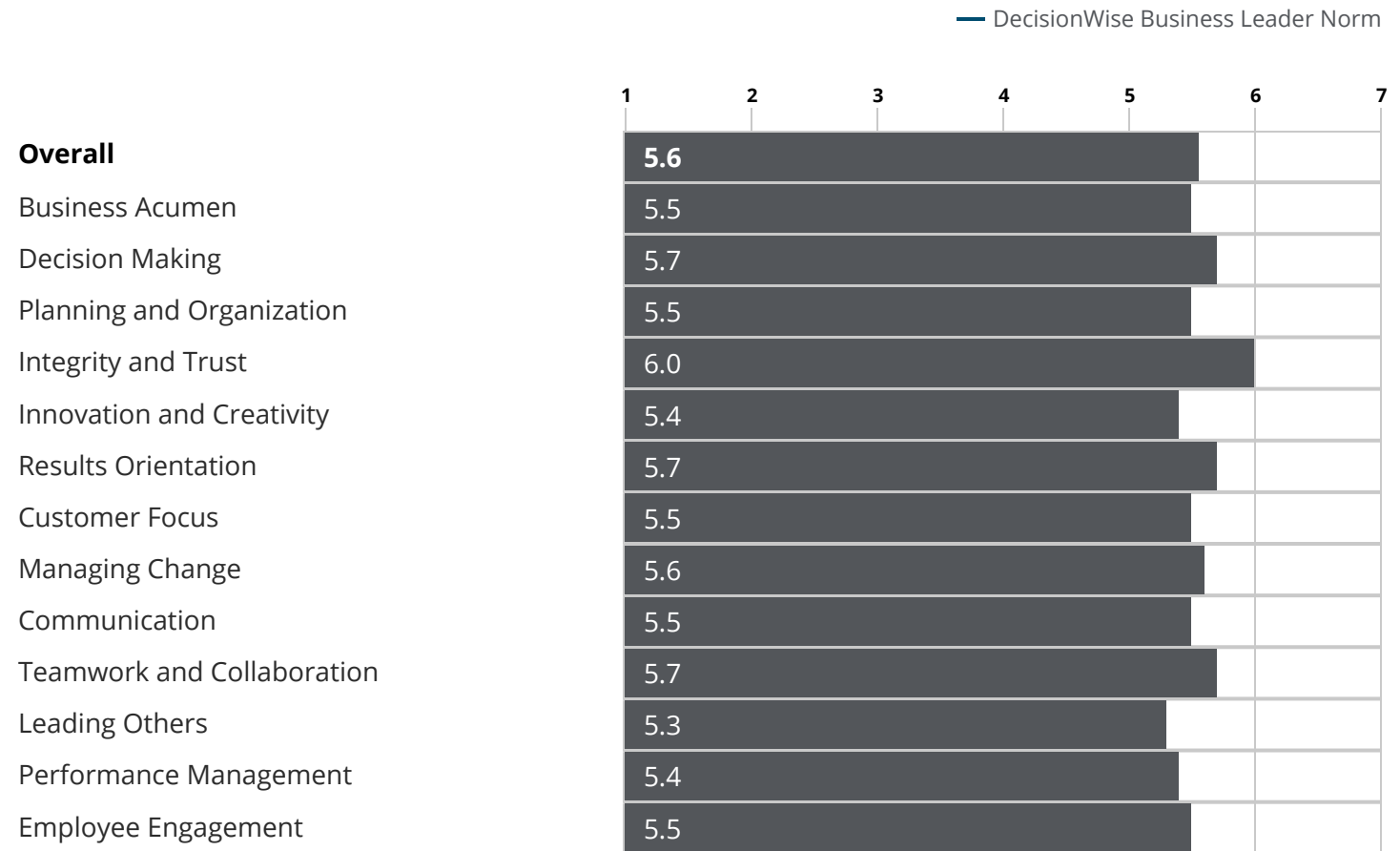## Supervisor
- Beryl Roselli

Peer
- Cassey Schloss
- Caitlyn Theis
- Tanja Matarazzo
- Graciela Knepp
- Vella Eppler

Direct Report
- Lore Cantwell
- Elvie Fleagle
- Dana Erlandson
- Adella Drewes
- Jerrie Shirkey

COMPETENCY SUMMARY

This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.

— DecisionWise Business Leader Norm

	Score
Overall	5.6
Business Acumen	5.5
Decision Making	5.7
Planning and Organization	5.5
Integrity and Trust	6.0
Innovation and Creativity	5.4
Results Orientation	5.7
Customer Focus	5.5
Managing Change	5.6
Communication	5.5
Teamwork and Collaboration	5.7
Leading Others	5.3
Performance Management	5.4
Employee Engagement	5.5

BEHAVIOR ITEM SCALE KEY
1: Very Poor
2: Poor
3: Fair
4: Average
5: Good
6: Excellent
7: Outstanding

COMPETENCY SCORE DISTRIBUTION

Competency	Min	Score	Max
Integrity and Trust	5.5	6.0	6.5
Teamwork and Collaboration	5.5	5.7	5.9
Decision Making	5.5	5.7	5.8
Results Orientation	5.5	5.7	5.8
Managing Change	5.4	5.6	5.7
Business Acumen	5.4	5.5	5.6
Customer Focus	5.1	5.5	5.8
Planning and Organization	5.3	5.5	5.7
Employee Engagement	5.3	5.5	5.7
Communication	5.2	5.5	5.7
Performance Management	5.1	5.4	5.6
Innovation and Creativity	5.3	5.4	5.6
Leading Others	5.2	5.3	5.4

MIN BEHAVIOR SCORE — COMPETENCY SCORE DISTRIBUTION — MAX BEHAVIOR SCORE

FOCUS AREAS

The Focus Areas identifies your highest and lowest scores across all items in your assessment.

YOUR HIGHEST SCORES

| BEHAVIOR	SELF	ALL OTHERS	OVERALL
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.4	6.5
13. Can be counted on to follow through with his/her promises. Integrity and Trust	6.0	6.2	6.2
36. I can trust this person to represent my interests, even if I am not around. Teamwork and Collaboration	6.0	5.9	5.9
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	5.8	5.8
7. Demonstrates good judgment and common sense when making decisions. Decision Making	5.0	5.9	5.8

YOUR LOWEST SCORES

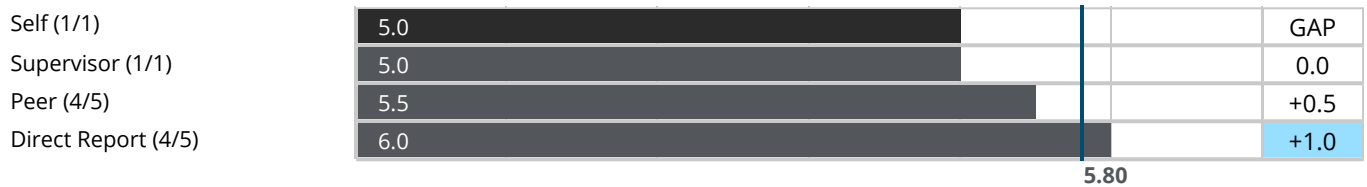| BEHAVIOR	SELF	ALL OTHERS	OVERALL
24. Builds and maintains excellent relationships with internal/external customers. Customer Focus	4.0	5.2	5.1
47. Recognizes and rewards people for excellent performance. Performance Management	5.0	5.1	5.1
32. Establishes effective two-way communication with others. Communication	5.0	5.2	5.2
43. Takes the time to coach, mentor, and support others. Leading Others	5.0	5.2	5.2
9. Breaks down larger projects into manageable tasks. Planning and Organization	5.0	5.3	5.3

BUSINESS ACUMEN

5.5	5.0	5.6
AVERAGE	SELF	ALL OTHERS
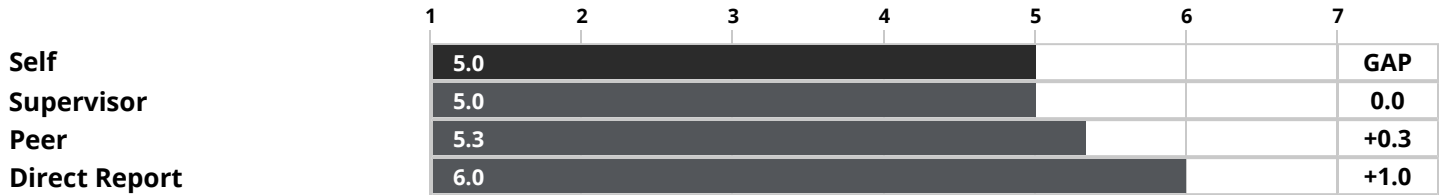
— DecisionWise Business Leader Norm

	1 2 3 4 5 6 7	GAP
Self	5.0	**GAP**
Supervisor	5.0	**0.0**
Peer	5.3	**+0.3**
Direct Report	6.0	**+1.0**

1. Demonstrates a clear understanding of the factors that impact our success as a business.   `5.6`

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (4/5)	5.5	+0.5
Direct Report (4/5)	6.0	+1.0

5.80

2. Is respected as a talented and knowledgeable person in his/her area of responsibility.   `5.6`

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (4/5)	5.5	+0.5
Direct Report (4/5)	6.0	+1.0

5.90

3. Sets clear direction that aligns his/her team with the organization's strategy.   `5.4`

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (4/5)	5.0	0.0
Direct Report (4/5)	6.0	+1.0

5.60
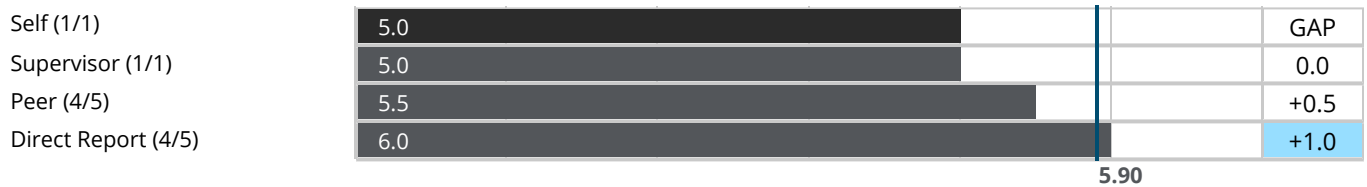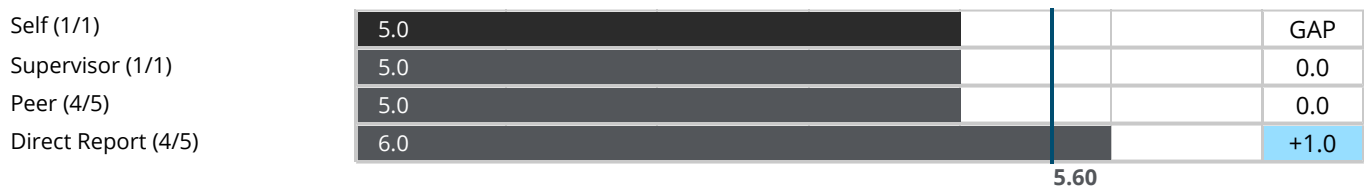
DECISION MAKING

5.7	5.3	5.8
AVERAGE	**SELF**	**ALL OTHERS**
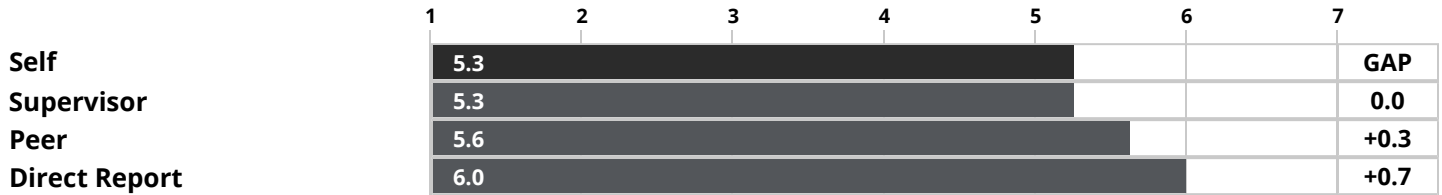
— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self	5.3							**GAP**
Supervisor	5.3							**0.0**
Peer	5.6							**+0.3**
Direct Report	6.0							**+0.7**

4. Makes decisions that reflect a clear understanding of what we do. `5.5`

								GAP
Self (1/1)	5.0							0.0
Supervisor (1/1)	5.0							+0.5
Peer (4/5)	5.5							+0.8
Direct Report (4/5)	5.8							

5.70

5. Considers multiple sources of information when making important decisions. `5.8`

								GAP
Self (1/1)	6.0							
Supervisor (1/1)	5.0							-1.0
Peer (4/5)	5.8							-0.2
Direct Report (4/5)	6.0							0.0

5.70

6. Makes decisions in a timely manner. `5.7`

								GAP
Self (1/1)	5.0							
Supervisor (1/1)	6.0							+1.0
Peer (4/5)	5.5							+0.5
Direct Report (4/5)	6.0							+1.0

5.60

7. Demonstrates good judgment and common sense when making decisions. `5.8`

								GAP
Self (1/1)	5.0							
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.8							+0.8
Direct Report (4/5)	6.3							+1.3

5.80
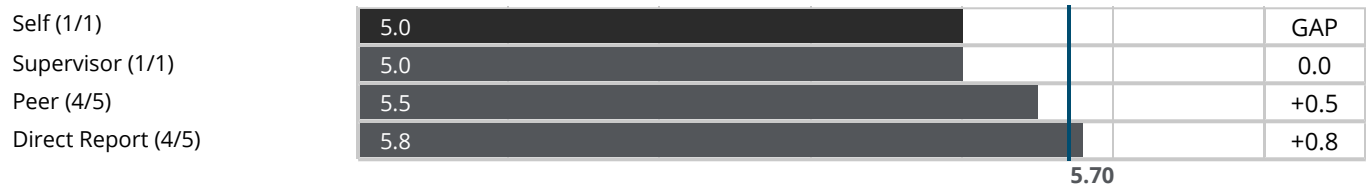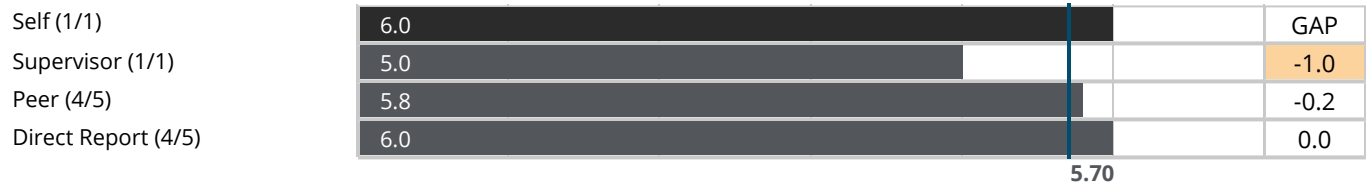
PLANNING AND ORGANIZATION

5.5	5.0	5.5
AVERAGE	**SELF**	**ALL OTHERS**
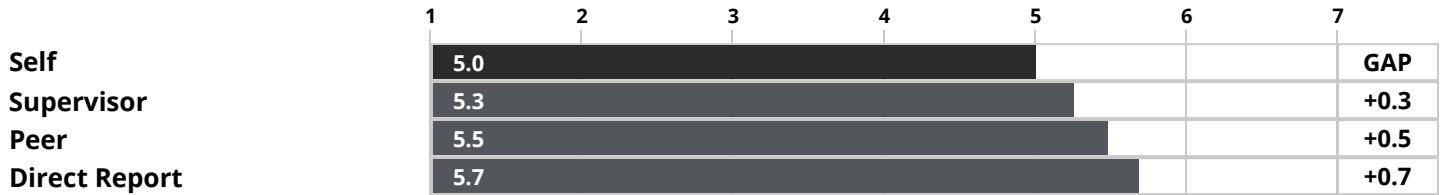
— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self					5.0			**GAP**
Supervisor					5.3			**+0.3**
Peer					5.5			**+0.5**
Direct Report					5.7			**+0.7**

8. Creates short-term goals that fit within the long-term strategy of the organization — 5.7

	1	2	3	4	5	6	7	
Self (1/1)					5.0			GAP
Supervisor (1/1)					5.0			0.0
Peer (4/5)					5.8			+0.8
Direct Report (4/5)					6.0			+1.0

5.60

9. Breaks down larger projects into manageable tasks. — 5.3

	1	2	3	4	5	6	7	
Self (1/1)					5.0			GAP
Supervisor (1/1)					5.0			0.0
Peer (4/5)					5.0			0.0
Direct Report (4/5)					5.8			+0.8

5.60

10. Uses his/her time effectively. — 5.4

	1	2	3	4	5	6	7	
Self (1/1)					5.0			GAP
Supervisor (1/1)					5.0			0.0
Peer (3/5)					5.7			+0.7
Direct Report (4/5)					5.5			+0.5

5.60

11. Keeps people focused on the organization's key initiatives and priorities. — 5.5

	1	2	3	4	5	6	7	
Self (1/1)					5.0			GAP
Supervisor (1/1)					6.0			+1.0
Peer (4/5)					5.5			+0.5
Direct Report (4/5)					5.5			+0.5

5.60

INTEGRITY AND TRUST

6.0	6.3	5.9
AVERAGE	**SELF**	**ALL OTHERS**
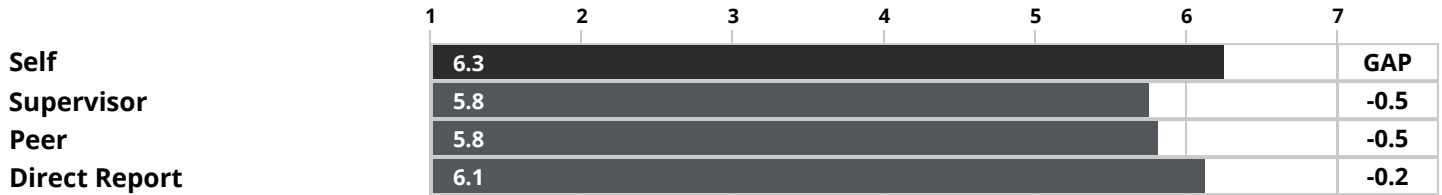
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	1	2	3	4	5	6	7	
Self	6.3							**GAP**
Supervisor	5.8							-0.5
Peer	5.8							-0.5
Direct Report	6.1							-0.2

12. Is honest, ethical, and trustworthy. `6.5`

		GAP
Self (1/1)	7.0	GAP
Supervisor (1/1)	7.0	0.0
Peer (4/5)	6.3	-0.7
Direct Report (4/5)	6.5	-0.5

6.20

13. Can be counted on to follow through with his/her promises. `6.2`

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	6.0	0.0
Peer (4/5)	6.3	+0.3
Direct Report (4/5)	6.3	+0.3

6.00

14. Takes responsibility for his/her own actions. `5.7`

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	5.0	-1.0
Peer (4/5)	5.5	-0.5
Direct Report (4/5)	6.0	0.0

6.10

15. Sets a good example of the behavior he/she asks for. `5.5`

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	5.0	-1.0
Peer (4/5)	5.3	-0.7
Direct Report (4/5)	5.8	-0.2

5.90
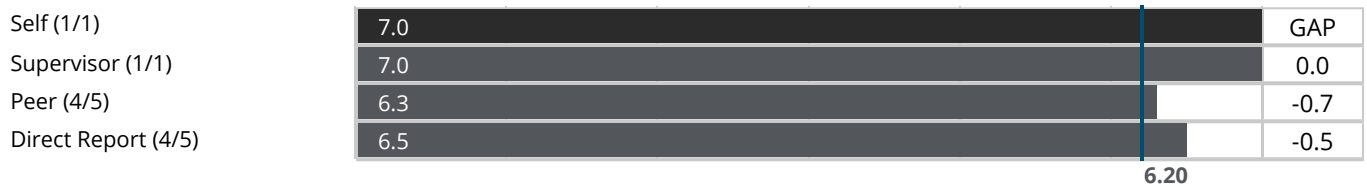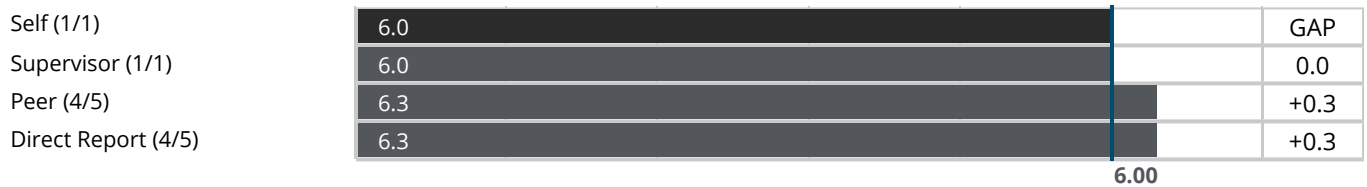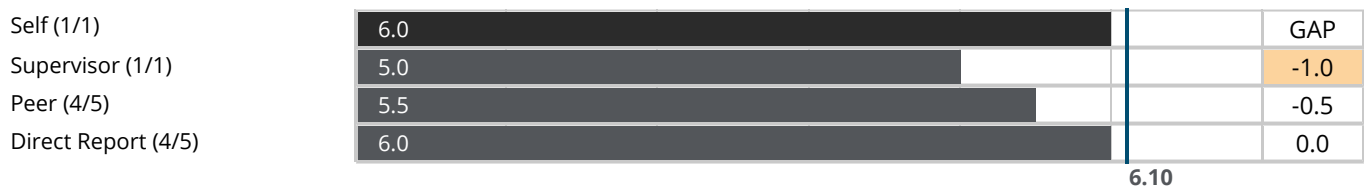
INNOVATION AND CREATIVITY

5.4	4.5	5.5
AVERAGE	**SELF**	**ALL OTHERS**
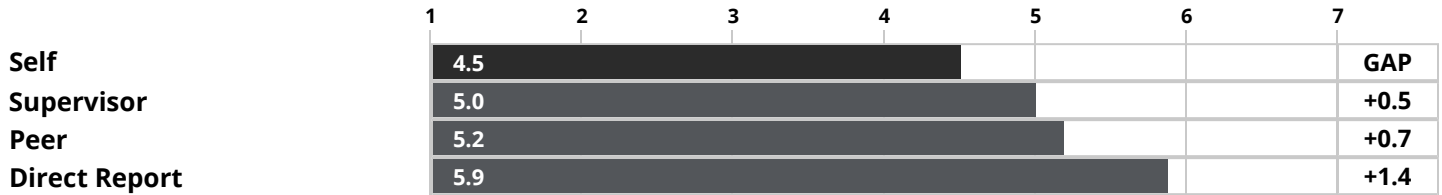
— DecisionWise Business Leader Norm

	1 2 3 4 5 6 7	
Self	4.5	**GAP**
Supervisor	5.0	**+0.5**
Peer	5.2	**+0.7**
Direct Report	5.9	**+1.4**

16. Identifies innovative solutions through "out-of-the-box" thinking. — `5.3`

		GAP
Self (1/1)	4.0	GAP
Supervisor (1/1)	5.0	+1.0
Peer (4/5)	5.3	+1.3
Direct Report (4/5)	5.8	+1.8

5.50

17. Has good judgment about which creative ideas and suggestions will work. — `5.6`

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (4/5)	5.3	+0.3
Direct Report (4/5)	6.3	+1.3

5.60

18. Turns new ideas and innovative solutions into new products and/or services. — `5.3`

		GAP
Self (1/1)	4.0	GAP
Supervisor (1/1)	5.0	+1.0
Peer (4/5)	5.3	+1.3
Direct Report (4/5)	5.8	+1.8

5.50

19. Creates an environment that encourages innovation, risk taking, and challenge. — `5.3`

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (4/5)	5.0	0.0
Direct Report (4/5)	5.8	+0.8

5.50
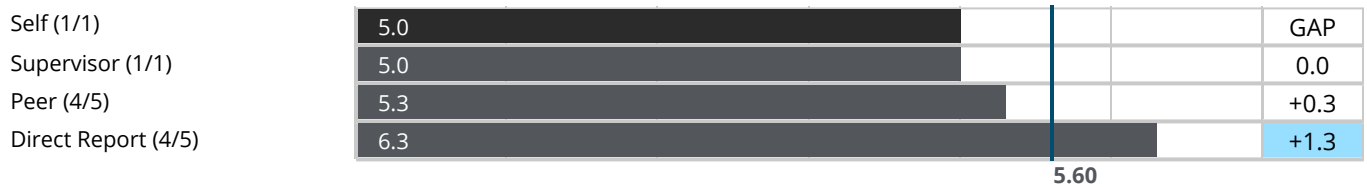
RESULTS ORIENTATION

5.7	5.0	5.8
AVERAGE	**SELF**	**ALL OTHERS**

—— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self	5.0							**GAP**
Supervisor	5.8							**+0.8**
Peer	5.6							**+0.6**
Direct Report	5.9							**+0.9**

20. Delivers superior results, even in challenging situations.　　5.5

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	6.0	+1.0
Peer (4/5)	5.3	+0.3
Direct Report (4/5)	5.8	+0.8

5.70

21. Maintains focus and commitment despite challenges or setbacks.　　5.6

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (4/5)	5.8	+0.8
Direct Report (4/5)	5.8	+0.8

5.80

22. Sets high performance standards for his/her team.　　5.8

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	6.0	+1.0
Peer (4/5)	5.8	+0.8
Direct Report (4/5)	6.0	+1.0

5.80

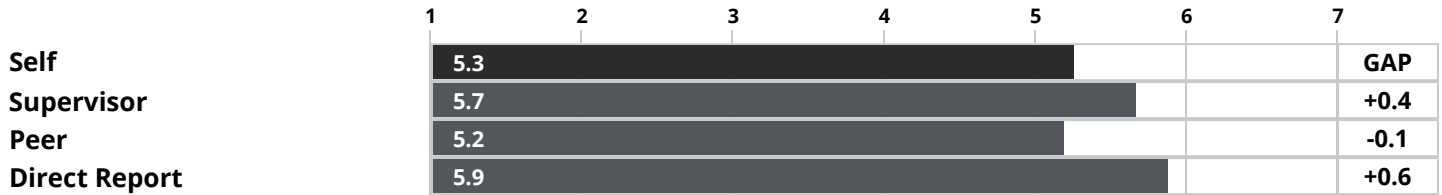### 23. Creates a sense of accountability for results within his/her team.　　5.8

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	6.0	+1.0
Peer (4/5)	5.8	+0.8
Direct Report (4/5)	6.0	+1.0

5.70

CUSTOMER FOCUS

5.5	5.3	5.5
AVERAGE	**SELF**	**ALL OTHERS**

— DecisionWise Business Leader Norm

	1 2 3 4 5 6 7	
Self	5.3	**GAP**
Supervisor	5.7	**+0.4**
Peer	5.2	**-0.1**
Direct Report	5.9	**+0.6**

24. Builds and maintains excellent relationships with internal/external customers. — 5.1

		GAP
Self (1/1)	4.0	GAP
Supervisor (1/1)	5.0	+1.0
Peer (4/5)	4.8	+0.8
Direct Report (4/5)	5.8	+1.8

5.80

25. Finds solutions with even the most demanding customers. — 5.4

		GAP
Self (1/1)	5.0	GAP
Peer (4/5)	5.0	0.0
Direct Report (4/5)	6.0	+1.0

5.80

26. Consistently advocates for superior quality. — 5.8

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	6.0	0.0
Peer (4/5)	5.5	-0.5
Direct Report (4/5)	6.0	0.0

5.90

27. Sets high standards of excellence for serving customers. — 5.7

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	6.0	0.0
Peer (4/5)	5.5	-0.5
Direct Report (4/5)	5.8	-0.2

5.90
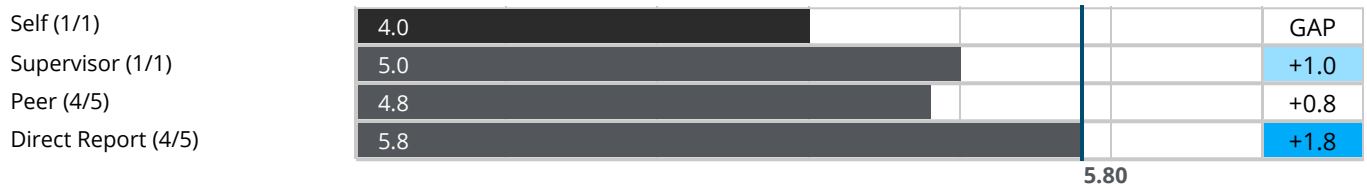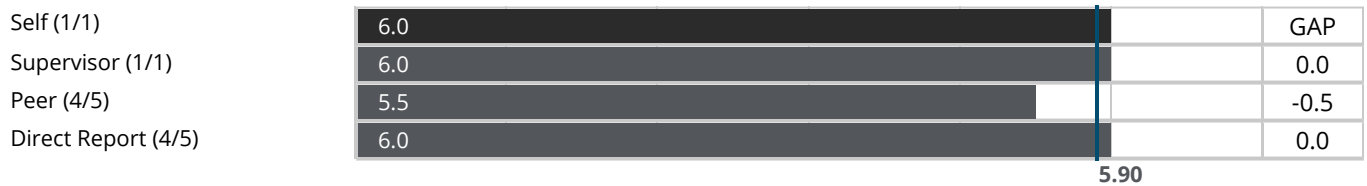
MANAGING CHANGE

5.6	5.0	5.6
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	GAP
Self	5.0							**GAP**
Supervisor	5.0							**0.0**
Peer	5.5							**+0.5**
Direct Report	5.9							**+0.9**

28. Accepts changes and adapts to new situations and responsibilities. — 5.6

			GAP
Self (1/1)	5.0		GAP
Supervisor (1/1)	5.0		0.0
Peer (4/5)	5.5		+0.5
Direct Report (4/5)	6.0		+1.0

5.70

29. Adjusts priorities in order to address changing situations and conditions. — 5.7

			GAP
Self (1/1)	6.0		GAP
Supervisor (1/1)	5.0		-1.0
Peer (4/5)	5.5		-0.5
Direct Report (4/5)	6.0		0.0

5.70

30. Effectively implements change. — 5.6

			GAP
Self (1/1)	5.0		GAP
Supervisor (1/1)	5.0		0.0
Peer (4/5)	5.5		+0.5
Direct Report (4/5)	6.0		+1.0

5.60

31. Establishes an environment in which others embrace change. — 5.4

			GAP
Self (1/1)	4.0		GAP
Supervisor (1/1)	5.0		+1.0
Peer (4/5)	5.5		+1.5
Direct Report (4/5)	5.8		+1.8

5.40

COMMUNICATION

5.5	5.3	5.5
AVERAGE	SELF	ALL OTHERS
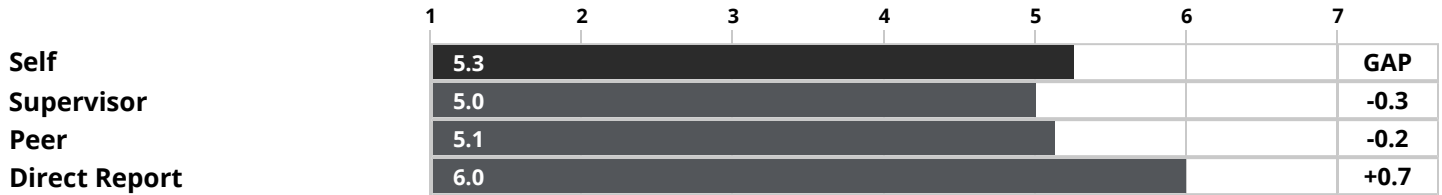
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	1	2	3	4	5	6	7	GAP
Self	5.3							
Supervisor	5.0							-0.3
Peer	5.1							-0.2
Direct Report	6.0							+0.7

32. Establishes effective two-way communication with others.   5.2

								GAP
Self (1/1)	5.0							
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.0							0.0
Direct Report (4/5)	5.5							+0.5

5.60

33. Shares information in a clear and concise manner.   5.7

								GAP
Self (1/1)	6.0							
Supervisor (1/1)	5.0							-1.0
Peer (4/5)	5.5							-0.5
Direct Report (4/5)	6.0							0.0

5.60

34. Is open to feedback without becoming defensive.   5.4

								GAP
Self (1/1)	5.0							
Supervisor (1/1)	5.0							0.0
Peer (4/5)	4.8							-0.2
Direct Report (4/5)	6.3							+1.3

5.50

35. Provides candid feedback to others in a way that facilitates improvement.   5.6

								GAP
Self (1/1)	5.0							
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.3							+0.3
Direct Report (4/5)	6.3							+1.3

5.50
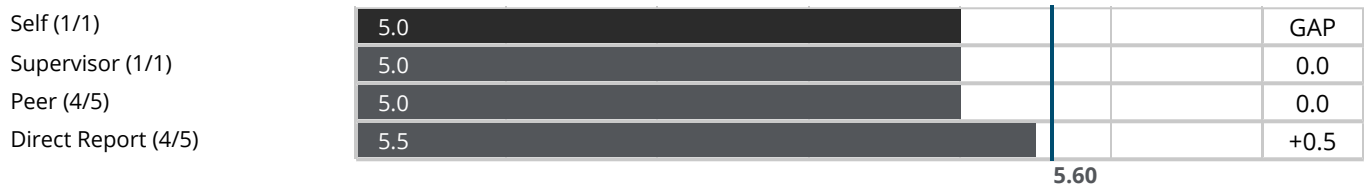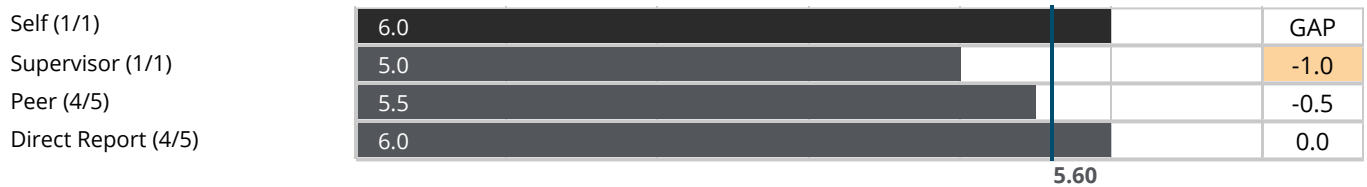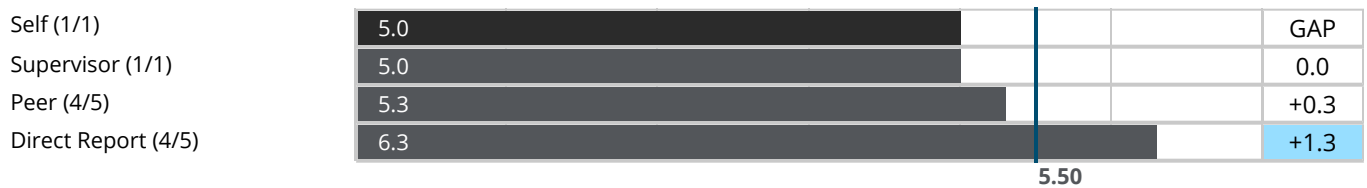
TEAMWORK AND COLLABORATION

5.7	5.5	5.7
AVERAGE	**SELF**	**ALL OTHERS**
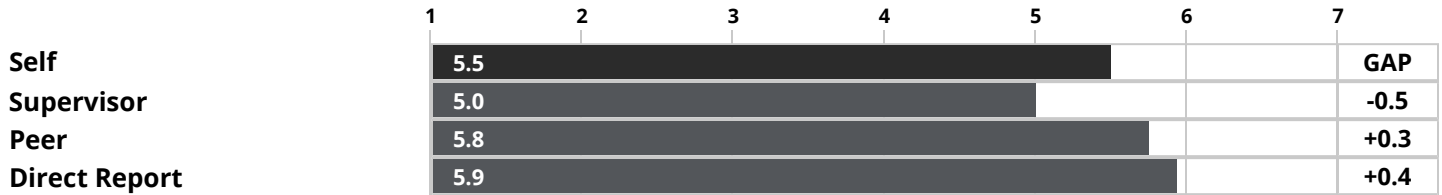
— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self	5.5							**GAP**
Supervisor	5.0							**-0.5**
Peer	5.8							**+0.3**
Direct Report	5.9							**+0.4**

36. I can trust this person to represent my interests, even if I am not around.　　5.9

			GAP
Self (1/1)	6.0		GAP
Supervisor (1/1)	5.0		-1.0
Peer (4/5)	6.0		0.0
Direct Report (4/5)	6.0		0.0

5.90

37. Looks for solutions where all parties will benefit.　　5.8

			GAP
Self (1/1)	6.0		GAP
Supervisor (1/1)	5.0		-1.0
Peer (4/5)	5.8		-0.2
Direct Report (4/5)	6.0		0.0

5.70

38. Creates an environment of openness and cooperation.　　5.5

			GAP
Self (1/1)	5.0		GAP
Supervisor (1/1)	5.0		0.0
Peer (4/5)	5.5		+0.5
Direct Report (4/5)	5.8		+0.8

5.70

39. Facilitates teamwork and communication across functions, divisions, and/or departments. Â　　5.7

			GAP
Self (1/1)	5.0		GAP
Supervisor (1/1)	5.0		0.0
Peer (4/5)	5.8		+0.8
Direct Report (3/5)	6.0		+1.0

5.70
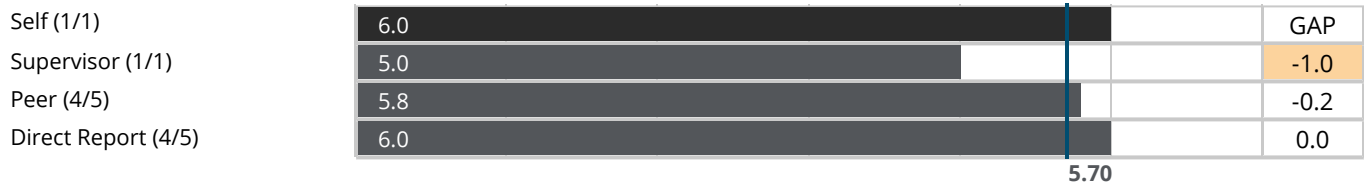
LEADING OTHERS

5.3	5.0	5.4
AVERAGE	**SELF**	**ALL OTHERS**

— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self	5.0							**GAP**
Supervisor	5.3							**+0.3**
Peer	5.4							**+0.4**
Direct Report	5.4							**+0.4**

40. Builds genuine relationships with others. | 5.4 |

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.3							+0.3
Direct Report (4/5)	5.8							+0.8

5.70

41. Fosters energy, enthusiasm, and commitment in others. | 5.3 |

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.3							+0.3
Direct Report (4/5)	5.5							+0.5

5.60

42. Provides challenging assignments and opportunities for others to grow. | 5.4 |

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (4/5)	5.5							+0.5
Direct Report (4/5)	5.3							+0.3

5.60

43. Takes the time to coach, mentor, and support others. | 5.2 |

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.5							+0.5
Direct Report (4/5)	5.0							0.0

5.50

PERFORMANCE MANAGEMENT

5.4	4.8	5.5
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self	4.8							**GAP**
Supervisor	5.5							**+0.7**
Peer	5.3							**+0.5**
Direct Report	5.6							**+0.8**

44. Delegates both routine and critical tasks or responsibilities. — 5.6

				GAP
Self (1/1)	4.0			GAP
Supervisor (1/1)	6.0			+2.0
Peer (4/5)	5.5			+1.5
Direct Report (4/5)	6.0			+2.0

5.50

45. Empowers others with the resources and authority they need to succeed. — 5.5

				GAP
Self (1/1)	5.0			GAP
Supervisor (1/1)	6.0			+1.0
Peer (4/5)	5.3			+0.3
Direct Report (4/5)	5.8			+0.8

5.50

46. Takes timely corrective action for poor performance. — 5.3

				GAP
Self (1/1)	5.0			GAP
Supervisor (1/1)	5.0			0.0
Peer (3/5)	5.3			+0.3
Direct Report (4/5)	5.5			+0.5

5.40

47. Recognizes and rewards people for excellent performance. — 5.1

				GAP
Self (1/1)	5.0			GAP
Supervisor (1/1)	5.0			0.0
Peer (4/5)	5.3			+0.3
Direct Report (4/5)	5.0			0.0

5.60

EMPLOYEE ENGAGEMENT

5.5	4.8	5.6
AVERAGE	SELF	ALL OTHERS

—— DecisionWise Business Leader Norm

	1	2	3	4	5	6	7	
Self	4.8							**GAP**
Supervisor	5.5							**+0.7**
Peer	5.3							**+0.5**
Direct Report	5.8							**+1.0**

48. Shows excitement for and engagement in the work that he/she does.   5.5

Self (1/1)	4.0							GAP
Supervisor (1/1)	6.0							+2.0
Peer (4/5)	5.3							+1.3
Direct Report (4/5)	6.0							+2.0

49. Demonstrates personal drive and commitment to excel in his/her work.   5.7

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (4/5)	5.8							+0.8
Direct Report (4/5)	5.8							+0.8

50. Creates a positive and energizing workplace.   5.4

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.0							0.0
Direct Report (4/5)	6.0							+1.0

51. Creates an environment in which others want to do their best.   5.3

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (4/5)	5.3							+0.3
Direct Report (4/5)	5.5							+0.5

DERAILERS SUMMARY

This section provides a summary of results on potential Derailers. The horizontal bars represent the average score from all respondents under each Derailer.

— DecisionWise Business Leader Norm

	1	2	3	4	5
Overall	1.4				
Lacks Focus	1.4				
Not a Team Player	1.3				
Disengaged	1.2				
Not Trusted	1.0				
Micromanager	1.5				
Volatile	1.2				
Lacks Confidence	1.6				
Aloof	1.6				
Arrogant	1.1				
Closed Minded	1.6				
Eager to Please	1.2				
Perfectionist	1.9				
Complacent	1.2				
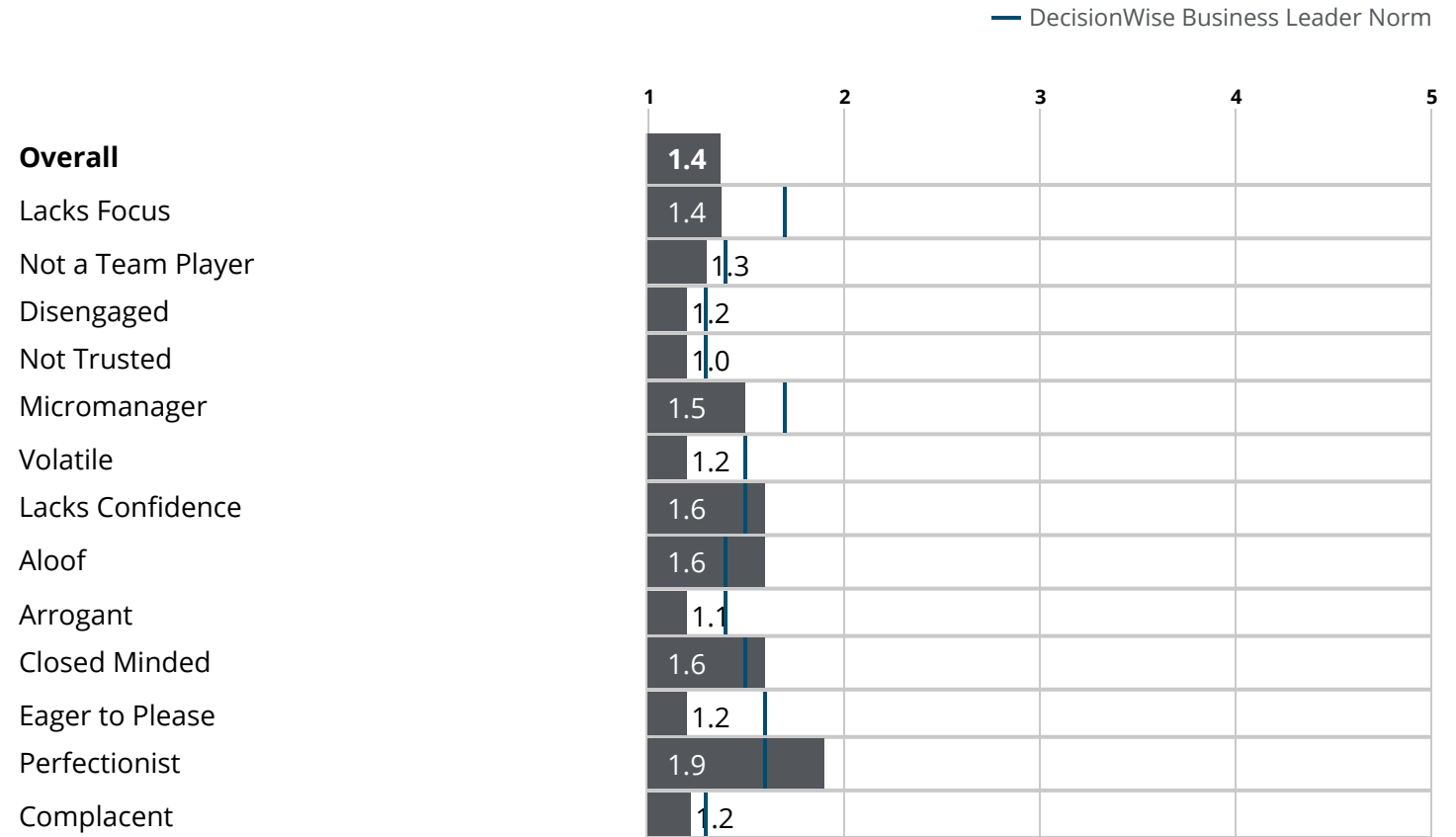
DERAILER ITEM SCALE KEY
1: None
2: Very Little
3: Some
4: Quite a Bit
5: A Great Deal

DERAILERS

— DecisionWise Business Leader Norm

	1	2	3	4	5	
Self	1.6					**GAP**
Supervisor	1.7					**+0.1**
Peer	1.4					**-0.2**
Direct Report	1.2					**-0.4**

52. Lacks Focus: Easily distracted; shifts from task to task without getting the most critical things done.

	1	2	3	4	5	
Self (1/1)	2.0					GAP
Supervisor (1/1)	2.0					0.0
Peer (3/5)	1.3					-0.7
Direct Report (3/5)	1.0					-1.0

1.70

53. Not a Team Player: Selfish; places personal agenda before the good of the team.

	1	2	3	4	5	
Self (1/1)	1.0					GAP
Supervisor (1/1)	2.0					+1.0
Peer (4/5)	1.3					+0.3
Direct Report (4/5)	1.3					+0.3

1.40

54. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."

	1	2	3	4	5	
Self (1/1)	2.0					GAP
Supervisor (1/1)	2.0					0.0
Peer (4/5)	1.0					-1.0
Direct Report (4/5)	1.0					-1.0

1.30

55. Not Trusted: Violates or compromises the trust of others; has difficulty gaining the trust of others.

	1	2	3	4	5	
Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					0.0
Peer (4/5)	1.0					0.0
Direct Report (4/5)	1.0					0.0

1.30

56. Micromanager: Overly controlling; does not empower others with the freedom and latitude to do their best work.

	1	2	3	4	5	
Self (1/1)	2.0					GAP
Supervisor (1/1)	2.0					0.0
Peer (4/5)	1.5					-0.5
Direct Report (4/5)	1.3					-0.7

1.70

57. Volatile: Loses his/her temper; loses patience quickly; irritable and lacks composure.Â

	Score	GAP
Self (1/1)	2.0	GAP
Supervisor (1/1)	1.0	-1.0
Peer (4/5)	1.3	-0.7
Direct Report (4/5)	1.0	-1.0

1.50

58. Lacks Confidence: Overly concerned with making mistakes; indecisive; avoids risk.

	Score	GAP
Self (1/1)	2.0	GAP
Supervisor (1/1)	2.0	0.0
Peer (4/5)	1.8	-0.2
Direct Report (4/5)	1.3	-0.7

1.50

59. Aloof: Distant, unapproachable, or isolated; viewed as indifferent to others; fails to build effective relationships.

	Score	GAP
Self (1/1)	2.0	GAP
Supervisor (1/1)	2.0	0.0
Peer (4/5)	1.5	-0.5
Direct Report (4/5)	1.5	-0.5

1.40

60. Arrogant: Egotistical; displays a strong sense of entitlement.

	Score	GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (4/5)	1.0	0.0
Direct Report (4/5)	1.3	+0.3

1.40

61. Closed Minded: Is closed to new ideas; not open to critical feedback; unwilling to consider other viewpoints.

	Score	GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	2.0	+1.0
Peer (4/5)	2.0	+1.0
Direct Report (4/5)	1.3	+0.3

1.50

62. Eager to Please: Overly concerned with being accepted and liked; defers to other people's opinions.

	Score	GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (4/5)	1.5	+0.5
Direct Report (4/5)	1.0	0.0

1.60

63. Perfectionist: Fails to recognize when something is "good enough;" obsessive; uncompromising.

						GAP
Self (1/1)	2.0					
Supervisor (1/1)	2.0					0.0
Peer (4/5)	2.5					+0.5
Direct Report (4/5)	1.3					-0.7

1.60

64. Complacent: Stagnant; avoids opportunities for personal growth or learning.

						GAP
Self (1/1)	2.0					
Supervisor (1/1)	2.0					0.0
Peer (3/5)	1.0					-1.0
Direct Report (4/5)	1.0					-1.0

1.30
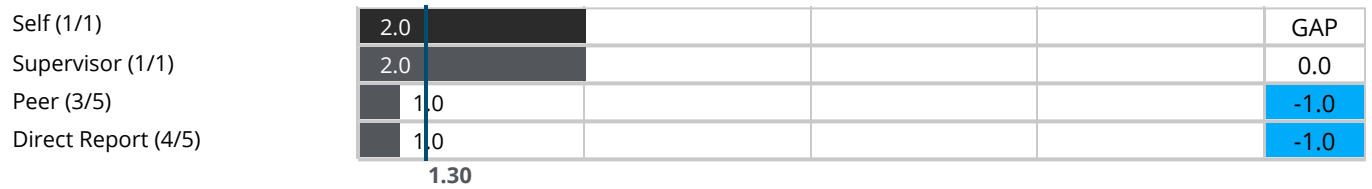
GAPS: SELF VS SUPERVISOR

The Gaps indicate the largest differences between your ratings and the ratings those who responded as a Supervisor. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	6.0	+2
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	6.0	+2
6. Makes decisions in a timely manner. Decision Making	5.0	6.0	+1
11. Keeps people focused on the organization's key initiatives and priorities. Planning and Organization	5.0	6.0	+1
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.0	+1

NEGATIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	5.0	-1
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	5.0	-1
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.0	-1
29. Adjusts priorities in order to address changing situations and conditions. Managing Change	6.0	5.0	-1
33. Shares information in a clear and concise manner. Communication	6.0	5.0	-1

GAPS: SELF VS PEER

The Gaps indicate the largest differences between your ratings and the ratings those who responded as a Peer. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	PEER	GAP
31. Establishes an environment in which others embrace change. Managing Change	4.0	5.5	+1.5
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	5.5	+1.5
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.3	+1.3
18. Turns new ideas and innovative solutions into new products and/or services. Innovation and Creativity	4.0	5.3	+1.3
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	5.3	+1.3

NEGATIVE GAPS

BEHAVIOR	SELF	PEER	GAP
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.3	-0.7
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.3	-0.7
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	5.5	-0.5
26. Consistently advocates for superior quality. Customer Focus	6.0	5.5	-0.5
27. Sets high standards of excellence for serving customers. Customer Focus	6.0	5.5	-0.5

GAPS: SELF VS DIRECT REPORT

The Gaps indicate the largest differences between your ratings and the ratings those who responded as a Direct Report. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	DIRECT REPORT	GAP
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	6.0	+2
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	6.0	+2
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.8	+1.8
18. Turns new ideas and innovative solutions into new products and/or services. Innovation and Creativity	4.0	5.8	+1.8
24. Builds and maintains excellent relationships with internal/external customers. Customer Focus	4.0	5.8	+1.8

NEGATIVE GAPS

BEHAVIOR	SELF	DIRECT REPORT	GAP
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.5	-0.5
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.8	-0.2
27. Sets high standards of excellence for serving customers. Customer Focus	6.0	5.8	-0.2
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	6.0	0
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	6.0	0

COMMENTS

Describe specific things this person could do to become a more effective leader.

Allow collaborators to fail on 'low-risk' activities and use these situations to train them taking lesson learned. Put in place actions before having a detailed plan and to complete the plan by doing. Provide recommendations to the company in case of issues and directly support solutions in case the company is not reactive in following recommendations.

They are very direct. Sometimes you have to compromise. But they improved a lot in this way. They have had great growth from this point of view.

I feel like they great in regards to what they are given. If they had more of a constant help from up higher they would excel even more.

I think they do a great job considering all of the things they have to oversee on a daily basis. Only downfall I would note is them having to be occupied with admin as opposed to being able to be involved in operations more often.

Needs more clarity in defining the goal and the path to get there. Needs to hold people accountable for results. Needs to spend more time engaging people and learning what is impacting operational results. At the end of the day, a leader is measured by the results.

Help cultivate ideas for the future of the company. Work within the management team to push for more strategic planning with actionable items.

They are doing a great job but I feel their span of control is just too large for them to manage to the best of their abilities.

They need to continue to find ways to relate to staff members, and get them to understand the importance of compliance and following procedures. Hopefully they can find new ways to present, train, and possibly test in order to help with understanding.

Take on projects outside their current role to help grow and develop skill set. Appears to have a lot of untapped potential. Would encourage them to pinpoint their passion/career goals and work towards that because they're very capable

They are sometimes overly cautious and continues to analyze

Describe this person's greatest strengths as a leader.

They lead by example, showing great level of commitment. They are taking responsibilities in situation where people are reluctant to take them.

Focused, organized

They are kind and always answers and helps find immediate solutions to problems. They also trusts our judgment and allows us to work without being overbearing towards us.

Very understanding but also expects positive results on a regular basis. Willing to go the extra mile to make sure the company is good.

Consistent, hard working and honest.

Detail oriented. Willingness to take on responsibilities out side of their area for the betterment of the company. Not afraid to challenge the establishment when necessary.

Very open and approachable making problem resolution very easy.

Honesty, Dedication, and Commitment to the company

Eager to learn. Asks great questions. Detail oriented. Fun to work with. In general, makes my life easier.

Honest hardworking and easy to approach

BEHAVIOR SUMMARY

Participants' Self scores are compared to All Other raters' scores and rank ordered by the gap.

BEHAVIOR	SELF	ALL OTHERS	GAP
44. Delegates both routine and critical tasks or responsibilities. Performance Management	4.0	5.8	1.8
48. Shows excitement for and engagement in the work that he/she does. Employee Engagement	4.0	5.7	1.7
31. Establishes an environment in which others embrace change. Managing Change	4.0	5.6	1.6
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity	4.0	5.4	1.4
18. Turns new ideas and innovative solutions into new products and/or services. Innovation and Creativity	4.0	5.4	1.4
24. Builds and maintains excellent relationships with internal/external customers. Customer Focus	4.0	5.2	1.2
7. Demonstrates good judgment and common sense when making decisions. Decision Making	5.0	5.9	0.9
22. Sets high performance standards for his/her team. Results Orientation	5.0	5.9	0.9
23. Creates a sense of accountability for results within his/her team. Results Orientation	5.0	5.9	0.9
6. Makes decisions in a timely manner. Decision Making	5.0	5.8	0.8
8. Creates short-term goals that fit within the long-term strategy of the organization Planning and Organization	5.0	5.8	0.8
39. Facilitates teamwork and communication across functions, divisions, and/or departments. Â Teamwork and Collaboration	5.0	5.8	0.8
49. Demonstrates personal drive and commitment to excel in his/her work. Employee Engagement	5.0	5.8	0.8
1. Demonstrates a clear understanding of the factors that impact our success as a business. Business Acumen	5.0	5.7	0.7
2. Is respected as a talented and knowledgeable person in his/her area of responsibility. Business Acumen	5.0	5.7	0.7
17. Has good judgment about which creative ideas and suggestions will work. Innovation and Creativity	5.0	5.7	0.7
21. Maintains focus and commitment despite challenges or setbacks. Results Orientation	5.0	5.7	0.7

BEHAVIOR	SELF	ALL OTHERS	GAP
28. Accepts changes and adapts to new situations and responsibilities. Managing Change	5.0	5.7	0.7
30. Effectively implements change. Managing Change	5.0	5.7	0.7
35. Provides candid feedback to others in a way that facilitates improvement. Communication	5.0	5.7	0.7
4. Makes decisions that reflect a clear understanding of what we do. Decision Making	5.0	5.6	0.6
11. Keeps people focused on the organizationâ€™s key initiatives and priorities. Planning and Organization	5.0	5.6	0.6
20. Delivers superior results, even in challenging situations. Results Orientation	5.0	5.6	0.6
38. Creates an environment of openness and cooperation. Teamwork and Collaboration	5.0	5.6	0.6
45. Empowers others with the resources and authority they need to succeed. Performance Management	5.0	5.6	0.6
10. Uses his/her time effectively. Planning and Organization	5.0	5.5	0.5
25. Finds solutions with even the most demanding customers. Customer Focus	5.0	5.5	0.5
3. Sets clear direction that aligns his/her team with the organization's strategy. Business Acumen	5.0	5.4	0.4
34. Is open to feedback without becoming defensive. Communication	5.0	5.4	0.4
40. Builds genuine relationships with others. Leading Others	5.0	5.4	0.4
42. Provides challenging assignments and opportunities for others to grow. Leading Others	5.0	5.4	0.4
46. Takes timely corrective action for poor performance. Performance Management	5.0	5.4	0.4
50. Creates a positive and energizing workplace. Employee Engagement	5.0	5.4	0.4
9. Breaks down larger projects into manageable tasks. Planning and Organization	5.0	5.3	0.3
19. Creates an environment that encourages innovation, risk taking, and challenge. Innovation and Creativity	5.0	5.3	0.3
41. Fosters energy, enthusiasm, and commitment in others. Leading Others	5.0	5.3	0.3

BEHAVIOR	SELF	ALL OTHERS	GAP
51. Creates an environment in which others want to do their best. Employee Engagement	5.0	5.3	0.3
13. Can be counted on to follow through with his/her promises. Integrity and Trust	6.0	6.2	0.2
32. Establishes effective two-way communication with others. Communication	5.0	5.2	0.2
43. Takes the time to coach, mentor, and support others. Leading Others	5.0	5.2	0.2
47. Recognizes and rewards people for excellent performance. Performance Management	5.0	5.1	0.1
36. I can trust this person to represent my interests, even if I am not around. Teamwork and Collaboration	6.0	5.9	-0.1
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	5.8	-0.2
26. Consistently advocates for superior quality. Customer Focus	6.0	5.8	-0.2
37. Looks for solutions where all parties will benefit. Teamwork and Collaboration	6.0	5.8	-0.2
14. Takes responsibility for his/her own actions. Integrity and Trust	6.0	5.7	-0.3
27. Sets high standards of excellence for serving customers. Customer Focus	6.0	5.7	-0.3
29. Adjusts priorities in order to address changing situations and conditions. Managing Change	6.0	5.7	-0.3
33. Shares information in a clear and concise manner. Communication	6.0	5.7	-0.3
12. Is honest, ethical, and trustworthy. Integrity and Trust	7.0	6.4	-0.6
15. Sets a good example of the behavior he/she asks for. Integrity and Trust	6.0	5.4	-0.6

ACTION PLANNER

IDENTIFY SIGNIFICANT GAPS

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (i.e., self, supervisor, peers, direct reports, etc.)

Based on your feedback, briefly list and describe the greatest gaps between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:
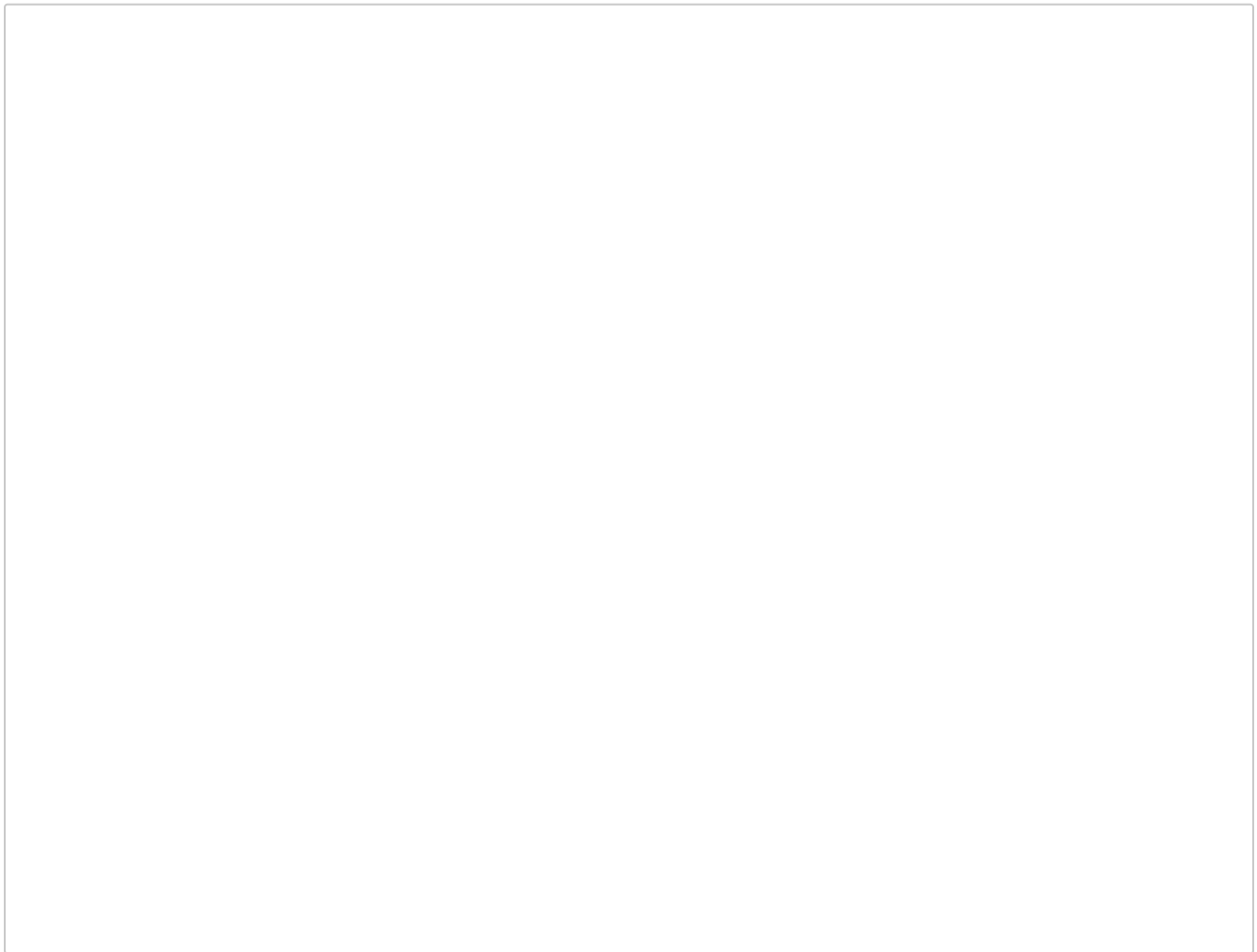
- Do people see me in a different light, depending on my working relationship with them? Why?
- Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?
- What would happen if I were to fully see myself from their point of view?

BUILD ON STRENGTHS

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others; however, you need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your strengths and talents.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:
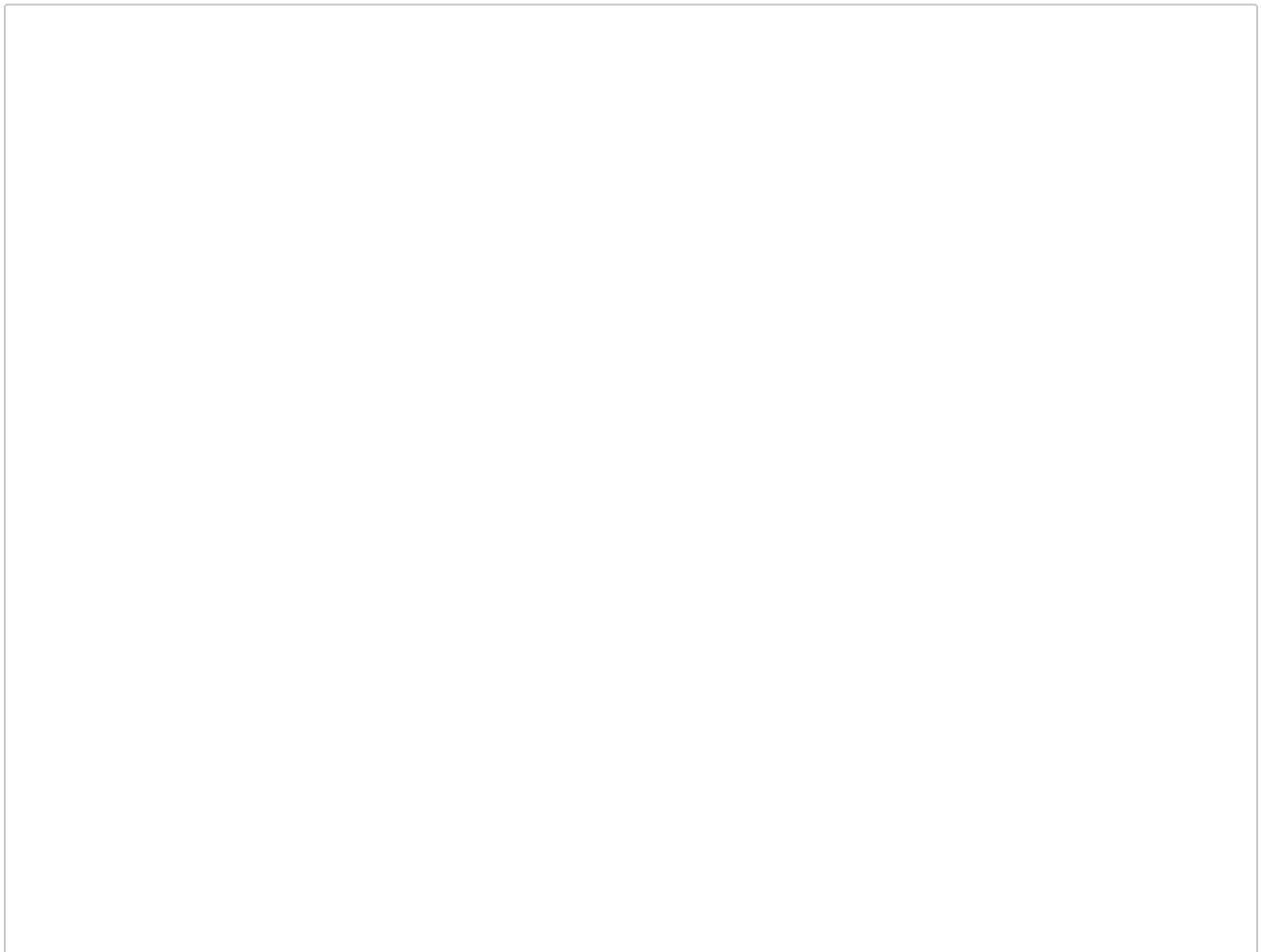
- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

UNDERSTAND DERAILERS

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life

Based on your feedback, list and describe potential derailers. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

- Is this area critical to my continued growth and development? Future direction? Why?
- Have I been making improvements in this area on a regular basis?
- How would my life be different if I were to significantly improve in this area?

John Doe

Is this area critical to my continued growth and development? Future direction? Why?

Business Leader Assessment Results
01/04/21

IS THIS AREA CRITICAL TO MY CONTINUED GROWTH AND DEVELOPMENT? FUTURE DIRECTION? WHY?

Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:

Based on my feedback, my most significant derailers are:

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #1

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #2

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

OPPORTUNITIES

Based on your results, the following opportunity areas should be considered for improvement.

Improve Managerial Skills
Improve one-on-one interactions with direct reports

Innovation
Innovation

Decision Making
Making the right decisions in a timely manner

IMPROVE MANAGERIAL SKILLS

THINK ABOUT
- What are my must-win battles?
- What does the big picture look like for my company?
- Is my strategy easily memorable and understood by my employees and company?

ACTION ITEM
- A strategist has a healthy, long-range perspective for an organization.
- Challenge the prevailing view without provoking outrage or cynicism.
- Act on the small picture and the big picture at the same time.

MEDIA

The Secrets to Successful Strategy Execution– Harvard Business Review – Neilson, Martin and Powers

How To Develop A Business Growth Strategy– Inc. Magazine – Darren Dahl

Elements of a Business Plan– Entrepreneur

INNOVATION

THINK ABOUT
- What problems in the world today do I want to solve?
- How can I make meaning in the world?
- How often do I question what I am doing?

ACTION ITEM
- Frequently pose provocative questions that challenge the status quo.
- Talk to others who have a variety of backgrounds, perspectives, ideas and opinions.
- Always engage in experimentation with the world around you.

MEDIA

Innovation Isn't an Idea Problem—Harvard Business Review—David Burkus

The Art of Innovation—TED Talks—Guy Kawasaki

DECISION MAKING

THINK ABOUT
- Do you often regret your decisions? Would giving yourself more time to think help you choose more wisely?
- How do you decide when to handle a problem yourself, and when to pass it on to your manager?

ACTION ITEM
- Delegate inconsequential decisions—some decisions have little or no bearing on the way you operate your business.
- Prepare for bad decisions—there will be times when you do not make the right choice.

- Do I consider the short-term and long-term consequences that decisions have on me?

- Set deadlines—don't put off making hard decisions.

MEDIA

The Decisiveness Dilemma: The 4-Step Process for Making an Excellent Choice—Forbes—Joseph Folkman

The Power of Decision-Making—TED Talks—Benedikt Ahlfeld