



Leadership Effectiveness

Raising Self-Awareness to become an even better Manager

Private & Confidential for:

Jane Doe, Jan. 14, 2021

Your report contains feedback from

1 Self

1 Manager(s) (John Smith)

1 Senior Stakeholder(s)

3 Peers

3 Direct Reports

3 Others

Report for: Jane Doe

Table of Content

	Page
Introduction	3
How to read your report	4
Leadership Effectiveness - Overview	5
Skill Rating Summary	6
Skill Rating Summary (by Rater Group)	7
Hidden Strength	8
Blind Spots	9
Detail Pages Skills	10-24
Stumbling Blocks (Summary)	25
Detail Pages Stumbling Blocks	26-29
Open Text Feedback	30-31

Introduction

This 360° report is designed to support and enhance your effectiveness as a manager. Comments are intended to be constructive and helpful and have been anonymised and copied, unedited, into this report.

As with any form of feedback, the information is personal to you and it is therefore easy to react defensively rather than considering the information objectively.

The following notes will help you use the feedback constructively.

People play many roles in their lives

This report concentrates on your strengths and potential development areas as a professional in the context of your current role.

Often people feel some degree of pressure to behave in non-preferred ways at work.

Please consider if and how this may have affected perceptions you have created at work.

Most people develop unevenly.

They develop certain attributes while others remain relatively undeveloped. For example, you may have learned to work well with people and neglected to learn how to deal with budgets. Other strengths almost inevitably bring certain limitations along with them.

For example, you may have become tough and resilient emotionally at the expense of sensitivity to others. This report will help you identify where there may be imbalances in your skill set and some of the implications of these.

Perceptions are ‘currency’ at work, even if they’re not always fact-based

This report summarises others’ perceptions of you rather than absolute truths. Each contributor will have seen you in different contexts, will have had different expectations of you and will have their own frame of reference with respect to using rating scales and giving feedback. Nevertheless, perceptions matter at work, and are often at the core of our individual “PR” or “Brand”.

Understanding these perceptions helps to understand the stories that exist about us in the organisation, and therefore whether we are at risk of derailing or stalling in our careers or whether others’ perceive us to have the potential to achieve more than we are at present.

‘Work with, work on, work around’

A limitation identified in this report may not mean that the attribute is completely missing, merely that it is underdeveloped or insufficiently developed for your current context.

A limitation may be able to be reversed through further growth and development.

Yet not all limitations are easily remedied. It is a matter of your capacity to learn, and the organisation’s capacity to devote the time and resources to the task.

A small proportion may be so embedded that they are difficult to change.

A snapshot in time

This report simply (and possibly over simplistically) captures a moment in time. Perceptions can and do change and are often the product of recently occurring events.

Be sure to think about how your current context may have influenced others’ experiences of you, without neglecting also how these perceptions may be helping or hindering you in your longer-term objectives.

Perceptions are quickly formed and often need a sustained ‘campaign’ to change.

How to read your report

- **Read and re-read your report!**

Being in an open, curious mindset is essential to getting the most value from your report. You are likely to notice that you feel more and more objective as you read the report for the second, third, or fourth time.

- **Your immediate reactions are important; don't ignore them!**

What surprises you? What do you think?

How do you feel? What do you notice about yourself?

- **What are the obvious trends?**

Are you consistently under- or over-rating yourself?

What might be some of the consequences of this?

What are differences in perception across your different rater groups?

What has come to the surface as a weakness, which was not an issue before

but is now more important or will become more important? What are the key risks for you, and what are the triggers for these?

- **Pay attention to both the absolute and relative ratings!**

Irrespective of the absolute numbers, what are the highest and lowest ratings for each group?

Where is there a high level of variance (i.e., disagreement) in ratings?

- **Different groups will have different insights.**

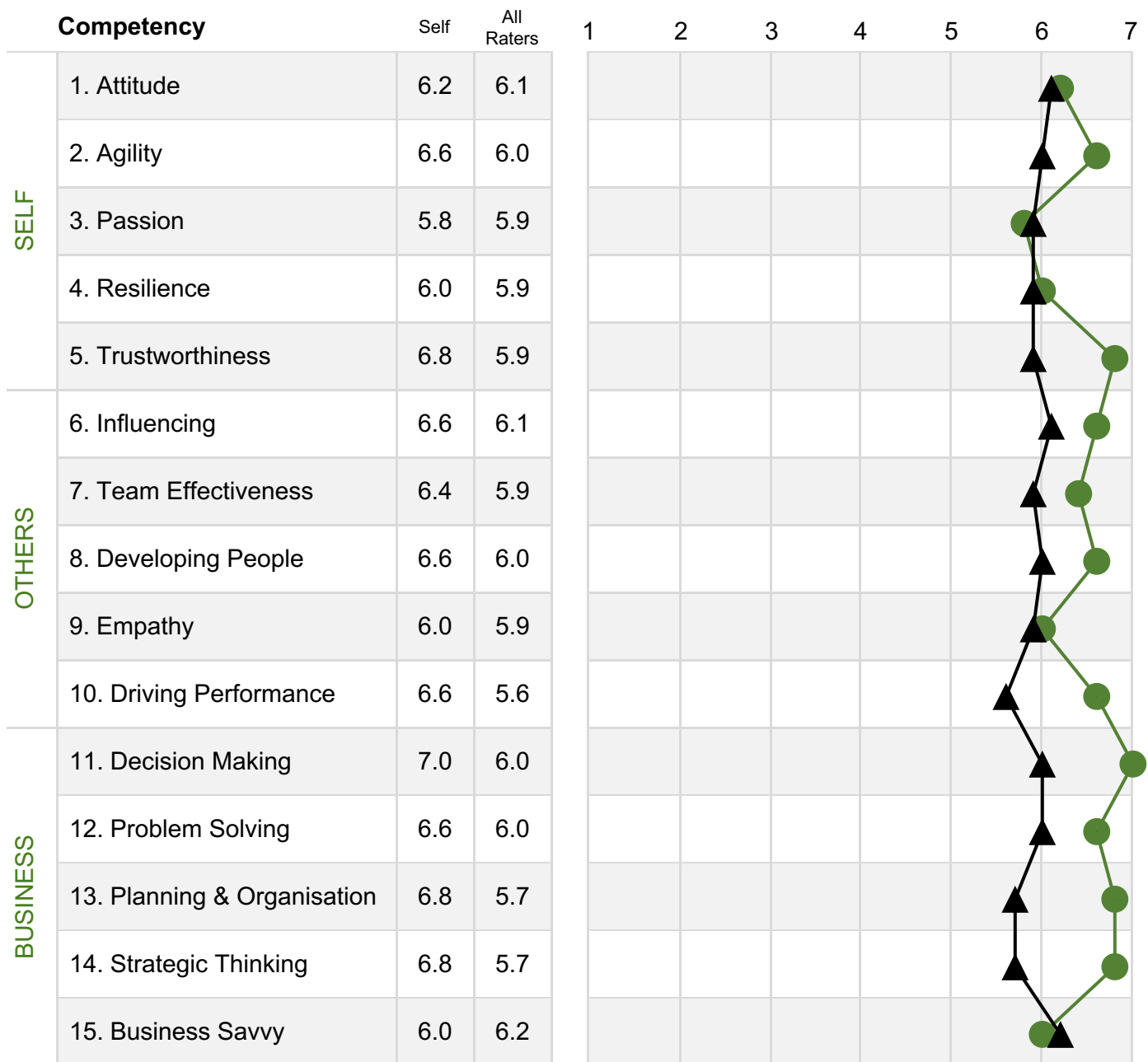
Different rater groups will have seen or worked with you in different contexts and are likely, therefore, to have formed different perceptions.

Think about the relative weight you may wish to attach to each group's view as a result.

Leadership Effectiveness - Overview

	Competency	Description
SELF	1. Attitude	Demonstrates positiveness and looks at opportunities rather than losses.
	2. Agility	Deeply committed to learning and self-development. Open to feedback and criticism and to learning from mistakes.
	3. Passion	Passion and a sense of urgency and pace. Inspires and entuses others through their positivity and focus.
	4. Resilience	Calm and resourceful in navigating obstacles, challenges and setbacks. Emotionally composed and even-tempered.
	5. Trustworthiness	Deeply professional and ethically robust in all they do. Sets an inspiring standard regarding integrity.
OTHERS	6. Influencing	Communicates credibly and impactful, convincing, persuasive and dynamic. Has leadership presence.
	7. Team Effectiveness	Fosters an inclusive, collaborative environment with exceptional levels of contribution and transversal thinking.
	8. Developing People	Backs the development of potential; gives feedback, delegates, coaches, and enables accelerated development.
	9. Empathy	Highly skilled interpersonally; sincerely interested in others and able to articulate an understanding of another's perspective.
	10. Driving Performance	Actively manages performance at all levels, tackles performance challenges head-on, gets things done.
BUSINESS	11. Decision Making	Prepared to commit to firm decisions even on the most complex and difficult topics. Has an exceptional judgment.
	12. Problem Solving	Incisively examines issues, reduces complexity, synthesizes data, and applies common sense to problems.
	13. Planning & Organisation	Makes efficient use of available resources. Is very well-organized, structured, and planned.
	14. Strategic Thinking	Has a deep understanding of market trends. Thinks ahead; can project current business state into likely future requirements.
	15. Business Savvy	Is close to customers and stakeholders. Is highly capable technically and has deep insights into business levers.
STUMBLING BLOCKS	16. Moody	Overly aggressive, tough, insensitive, unappreciative and demanding; gets things done but bruises along the way.
	17. Self-Centered	Overly self-orientated and excessively self-confident. Charming manipulative with a sense of entitlement.
	18. Overly Cautious	Low risk intelligence; too risk avoidant. Low ambiguity tolerance with rigidly held views.
	19. Reserved	Indifference and unconcerned towards others, neglect feelings or needs of others.

Skill Rating Summary



Skill Rating Key

Rating Skill Level

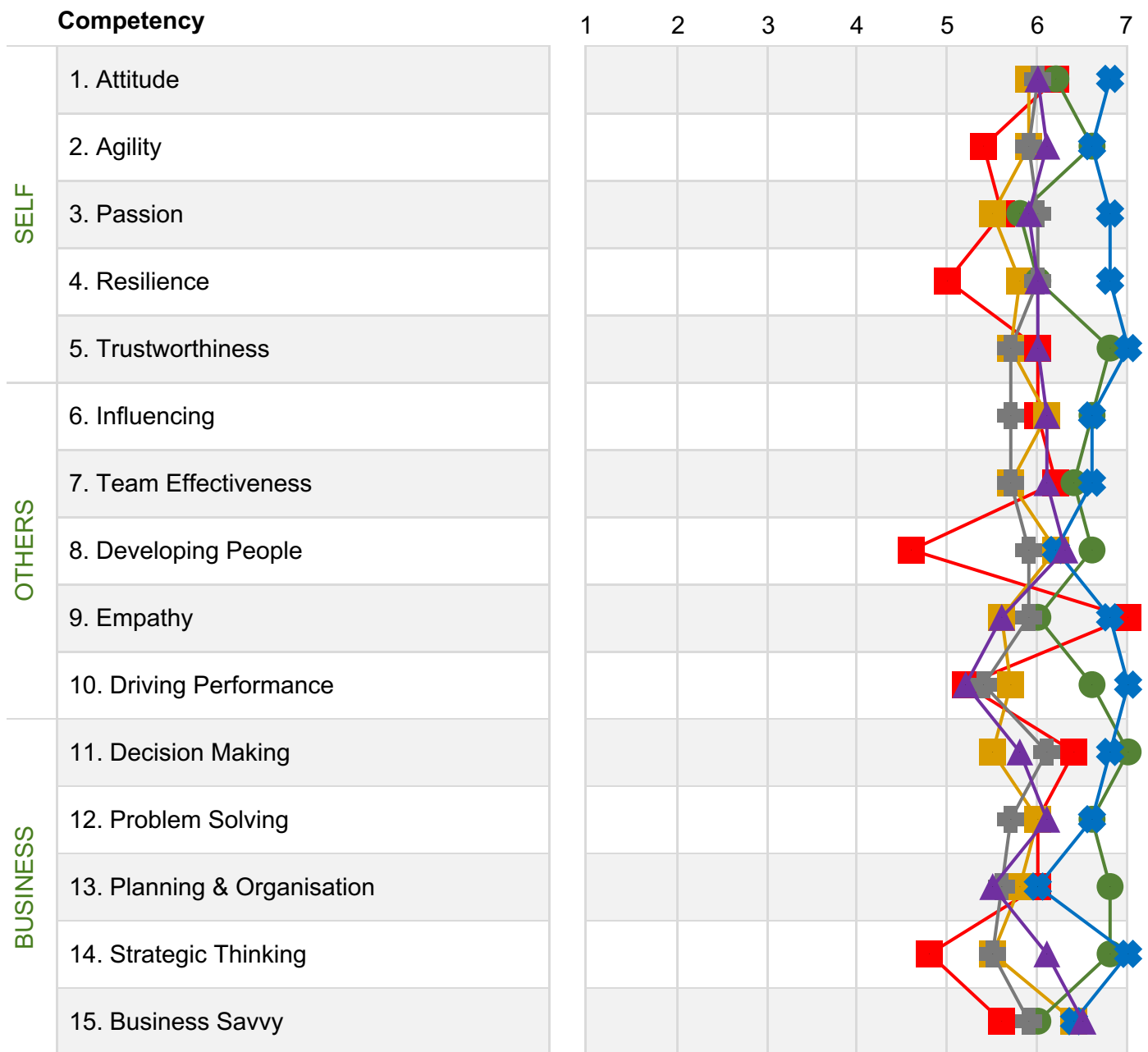
1.0	Significant Development Need
2.0	Development Need
3.0	Almost Weakness
4.0	OK
5.0	Almost Strength
6.0	Strength
7.0	Signature Strength

Diagram Legend

Symbol Explanation

●	Self
▲	All Raters

Skill Rating Summary (by Rater Group)



Skill Rating Key

Rating	Skill Level
1.0	Significant Development Need
2.0	Development Need
3.0	Almost Weakness
4.0	OK
5.0	Almost Strength
6.0	Strength
7.0	Signature Strength

Diagram Legend

Symbol	Explanation
●	Self
■	Manager(s)
◆	Senior Stakeholder(s)
■	Peers
▲	Direct Reports
+	Others

Report for: Jane Doe



HIDDEN STRENGTHS

The section of your report details those behaviors where you have rated yourself significantly lower than the average given by all raters.

If you have no ratings with a gap equal to or greater than 1.8pt, no behaviors will be listed below.

There may be a good reason for lower ratings, some could be:

- you are under-confident but others perceive you to be more skilled
- you are too self-deprecating or overly self-critical
- you don't recognize a skill area that others see
- you have "easy" raters

Not all hidden strengths are of equal significance.

The larger the difference, the more noteworthy it might be.

Behaviors below are rank-ordered by the size of the difference.

			1	2	3	4	5	6	7	
3.3. Passion This person displays perseverance even when facing setbacks	Self	4.0	█							
	All Raters	6.2	█							
	Difference	-2.2				█				

Report for: Jane Doe



BLIND SPOTS

The section of your report details those behaviors where you have rated yourself significantly higher than the average given by all raters.

The larger the difference, the greater the potential risk attached to the blind spot.

If you have no ratings with a gap equal to or greater than 1.8pt, no behaviors will be listed below.

Not all listed here, however, will be interesting or relevant.

Pay close attention to Blind Spots in areas which are mission-critical that could have a big career impact.

Behaviors below are rank-ordered by the size of the difference.

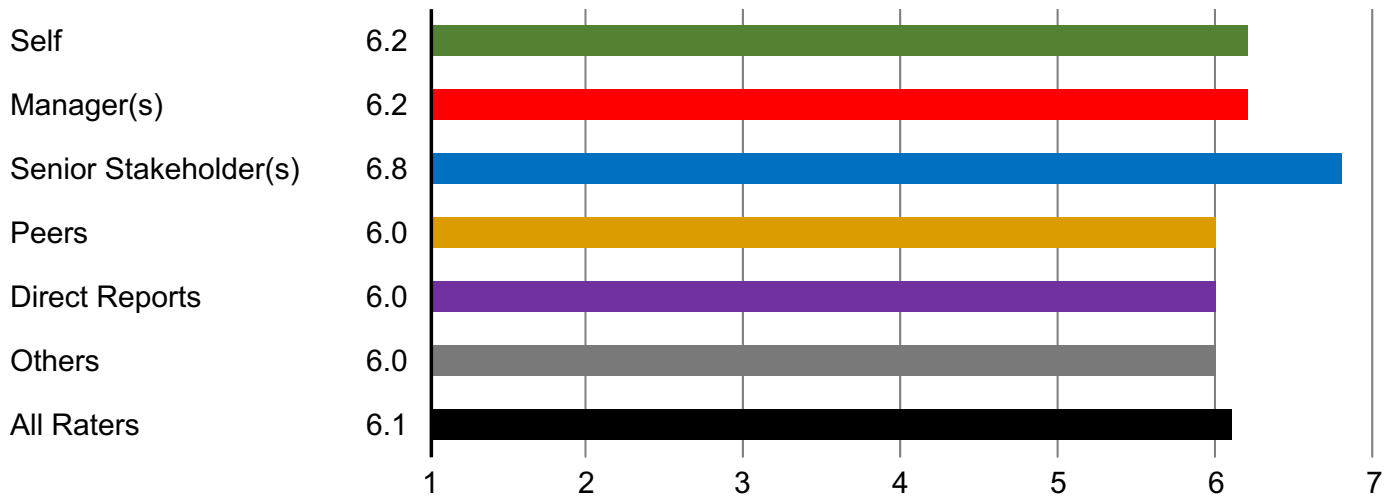
			1	2	3	4	5	6	7	
10.1. Driving performance This person challenges poor or variable performance	Self	7.0	[Green bar spanning all 7 columns]							
	All Raters	4.5	[Black bar spanning columns 1-4]							
	Difference	-2.5					[Red bar spanning columns 5-7]			



1. Attitude

Demonstrates positiveness and looks at opportunities rather than losses.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
1.1. This person is positively contagious and has a personal warmth	7.0	7.0	6.0	6.7	6.0	6.7	6.5
1.2. ... does not hold grudges and does not take things personally	6.0	5.0	7.0	5.7	5.3	6.7	5.9
1.3. ... seems patient when interrupted	6.0	6.0	7.0	5.7	6.7	5.0	5.9
1.4. ... shows the right balance between being humble and bold	5.0	6.0	7.0	6.7	7.0	5.3	6.4
1.5. ... is optimistic, constructive, and cooperative in ambiguous times	7.0	7.0	7.0	5.0	5.0	6.3	5.7

* ≥ 3.5pts difference between raters

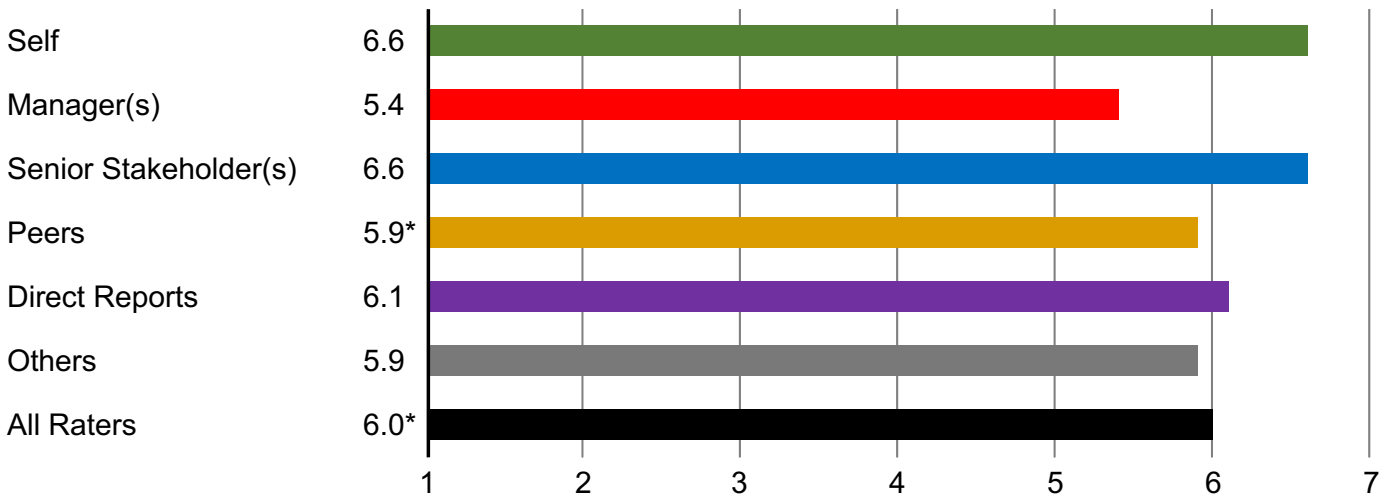


SELF

2. Agility

Deeply committed to learning and self-development.
Open to feedback and criticism and to learning from mistakes.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
2.1. This person asks for and listens to feedback without becoming defensive	7.0	5.0	7.0	5.3	5.7	5.7	5.6
2.2. ... adapts in volatile environments by anticipating and responding to change	7.0	4.0	7.0	6.7	5.3	6.3	6.0
2.3. ... is consistently trying to improve and grow personally	6.0	6.0	6.0	5.0*	6.3	6.7	6.0*
2.4. ... demonstrates a willingness to listen to new ideas actively	7.0	6.0	7.0	6.0	6.3	5.3	6.0
2.5. ... proactively asks questions to understand	6.0	6.0	6.0	6.3	6.7	5.7	6.2

* ≥ 3.5pts difference between raters



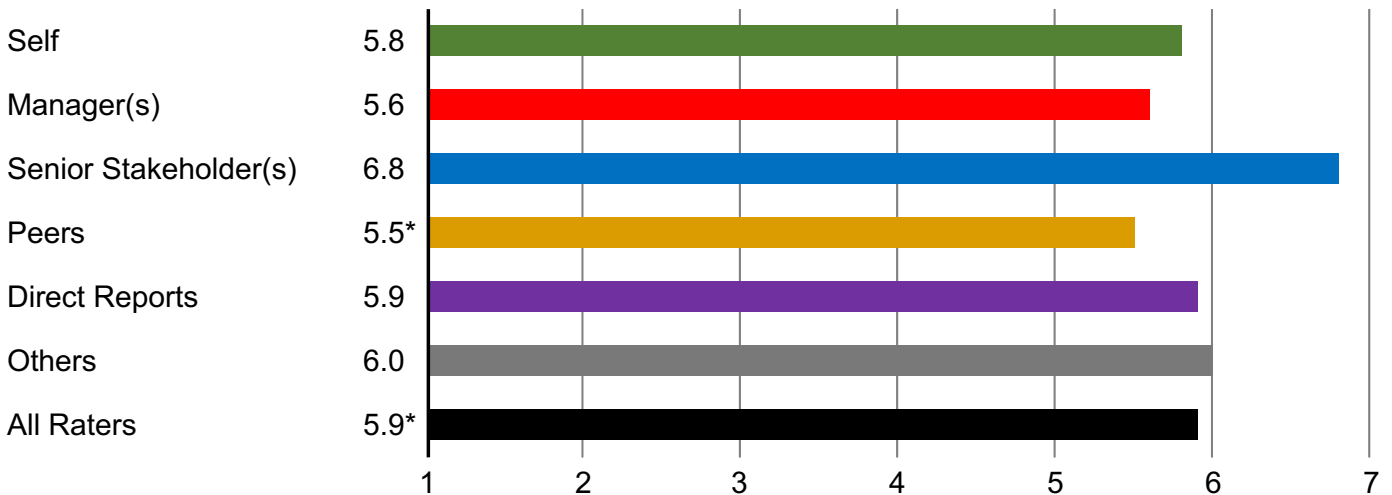
SELF

3. Passion

Passion and a sense of urgency and pace.

Inspires and entuses others through their positivity and focus.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
3.1. This person uses positive words to inspire and influence	5.0	5.0	7.0	6.3	5.7	6.3	6.1
3.2. ... shows commitment to make a difference	6.0	7.0	6.0	5.3	5.7	5.7	5.7
3.3. ... displays perseverance even when facing setbacks	4.0	6.0	7.0	5.7	6.7	6.0	6.2
3.4. ... seems intense and energetic	7.0	6.0	7.0	5.0*	6.3	5.3	5.7*
3.5. ... creates a sense of critical thinking and effectiveness	7.0	4.0	7.0	5.3	5.0	6.7	5.6

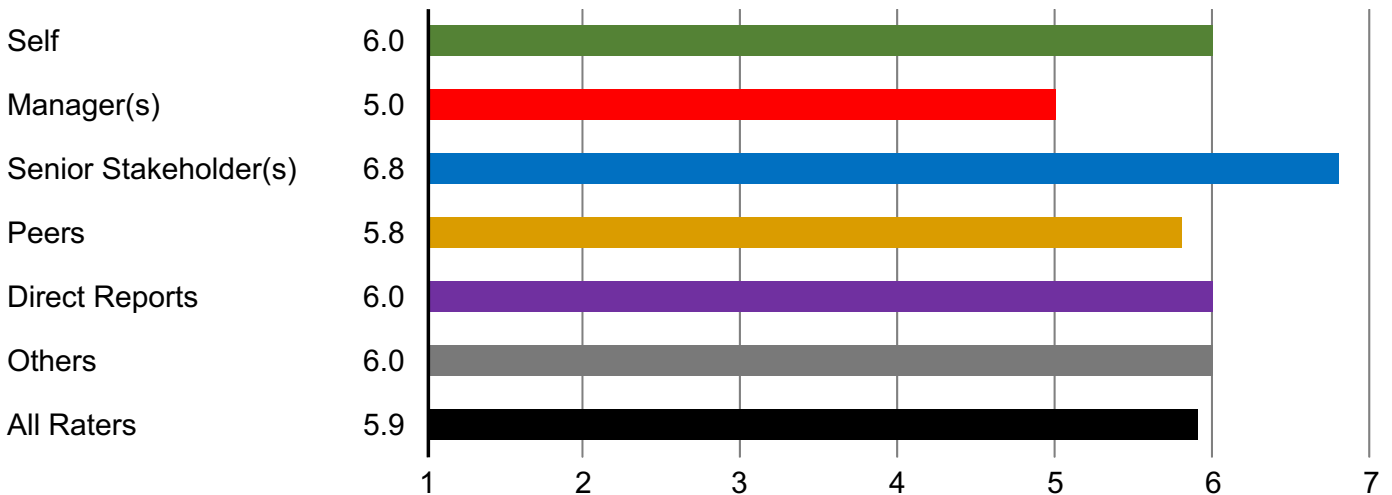
* ≥ 3.5pts difference between raters



4. Resilience

Calm and resourceful in navigating obstacles, challenges and setbacks.
Emotionally composed and even-tempered.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
4.1. This person is composed and manages own emotions under stress	6.0	5.0	7.0	5.3	5.0	6.7	5.7
4.2. ... has a rapid rebound time to get over stressful situations	6.0	5.0	7.0	5.7	7.0	5.3	6.0
4.3. ... demonstrates self-awareness about his/her own mistakes under heavy work-load	5.0	5.0	6.0	7.0	5.7	6.0	6.1
4.4. ... is predictable in high-pressure situations	6.0	5.0	7.0	5.7	7.0	5.7	6.1
4.5. ... treats others with consideration and respect during uncertain times	7.0	5.0	7.0	5.3	5.3	6.3	5.7

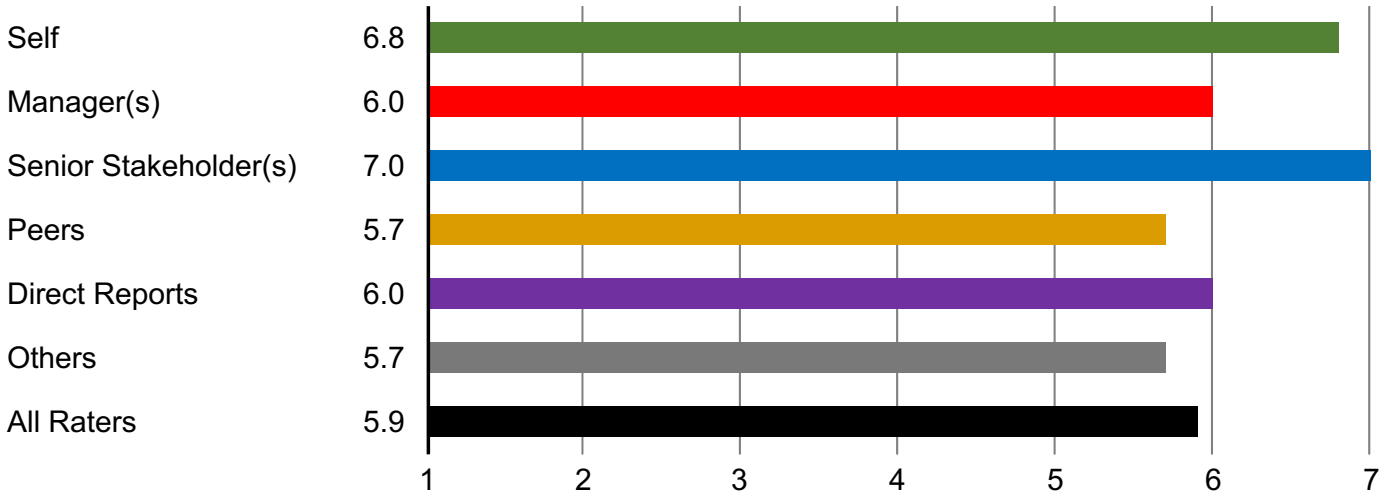
* ≥ 3.5pts difference between raters



5. Trustworthiness

Deeply professional and ethically robust in all they do.
Sets an inspiring standard regarding integrity.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
5.1. This person treats people fairly and with respect	7.0	5.0	7.0	5.0	6.0	6.0	5.7
5.2. ... behaves to very high ethical standards	6.0	7.0	7.0	6.0	5.7	6.0	6.1
5.3. ... communicates in a concise and straightforward manner	7.0	6.0	7.0	5.7	5.3	5.7	5.7
5.4. ... is trustworthy, and accessible, when needed	7.0	7.0	7.0	6.3	7.0	6.0	6.5
5.5. ... is fully reliable and delivers on commitments and promises	7.0	5.0	7.0	5.3	6.0	5.0	5.5

* ≥ 3.5pts difference between raters

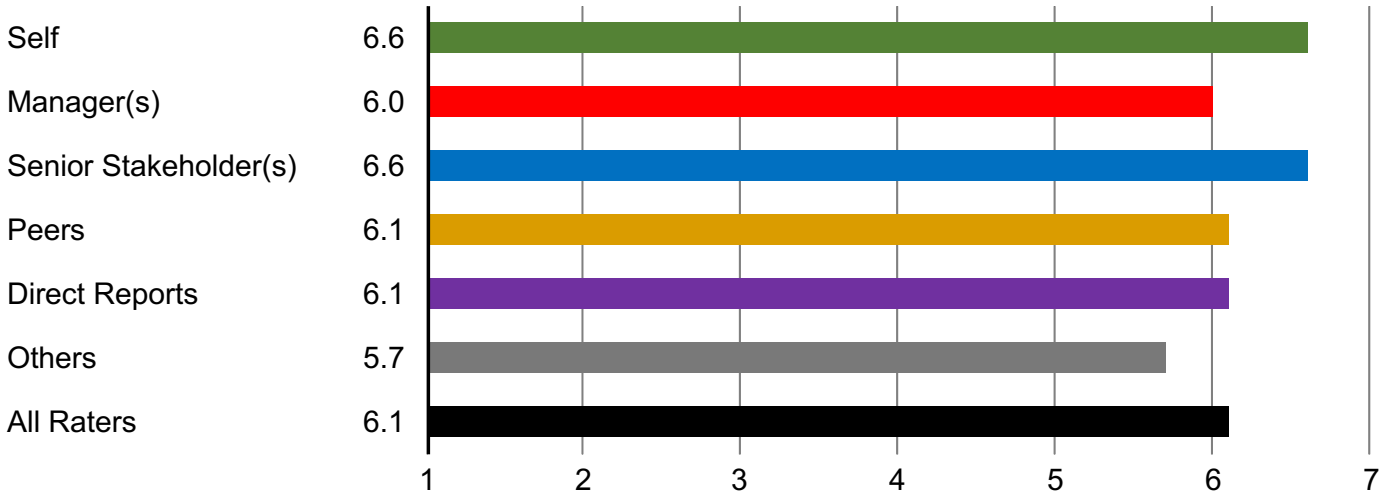


OTHERS

6. Influencing

Communicates credibly and impactful, convincing, persuasive and dynamic.
Has leadership presence.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
6.1. This person builds strong networks	7.0	5.0	7.0	5.3	5.0	5.0	5.3
6.2. ... is able to formulate an inspiring and meaningful vision	7.0	6.0	7.0	7.0	7.0	5.7	6.5
6.3. ... facilitates alignment on objectives and gains commitment of others before implementing changes	6.0	6.0	6.0	5.7	6.7	6.0	6.1
6.4. ... gets things done by common ground when working with a group over whom he/she has no control	6.0	7.0	6.0	5.7	5.7	6.0	5.9
6.5. ... wins hearts and minds through a thought-provoking style	7.0	6.0	7.0	7.0	6.3	6.0	6.5

* ≥ 3.5pts difference between raters

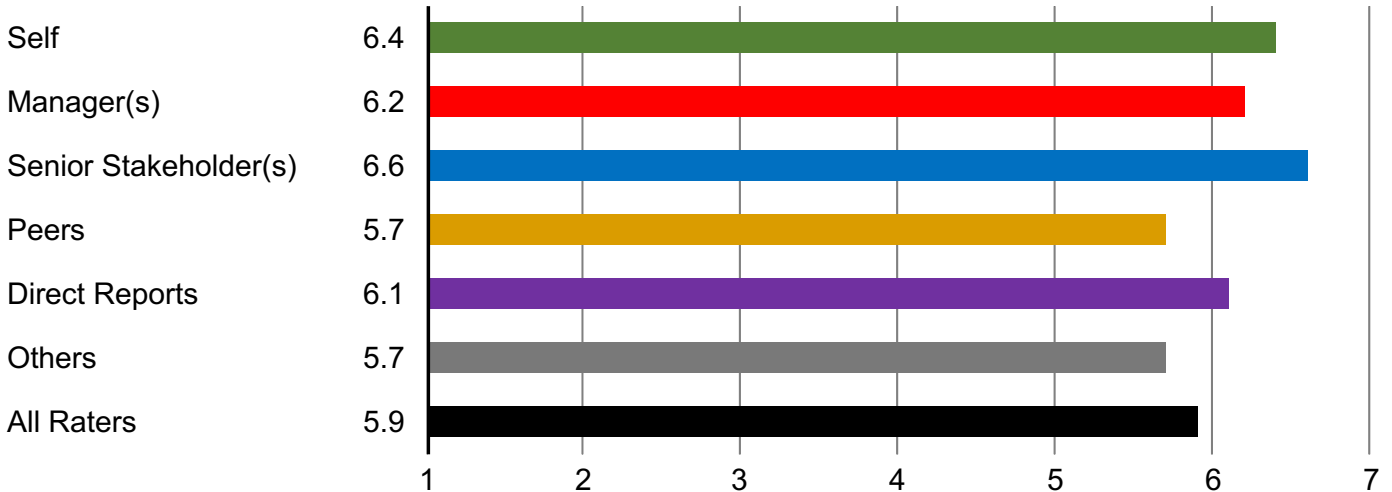


OTHERS

7. Team Effectiveness

Fosters an inclusive, collaborative environment with exceptional levels of contribution and transversal thinking.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
7.1. This person fosters open communication in a group/team	7.0	6.0	7.0	5.0	5.7	5.0	5.5
7.2. ... knows how to fully leverage collaborative effort	7.0	5.0	7.0	6.3	7.0	6.3	6.5
7.3. ... is committed to mutual learning and development as a group	6.0	6.0	6.0	6.0	6.0	6.0	6.0
7.4. ... establishes team processes regarding tasks and personal interactions	6.0	7.0	6.0	5.3	6.0	6.0	5.9
7.5. ... creates a strong sense of inclusion and belonging within the team	6.0	7.0	7.0	5.7	6.0	5.0	5.8

* ≥ 3.5pts difference between raters

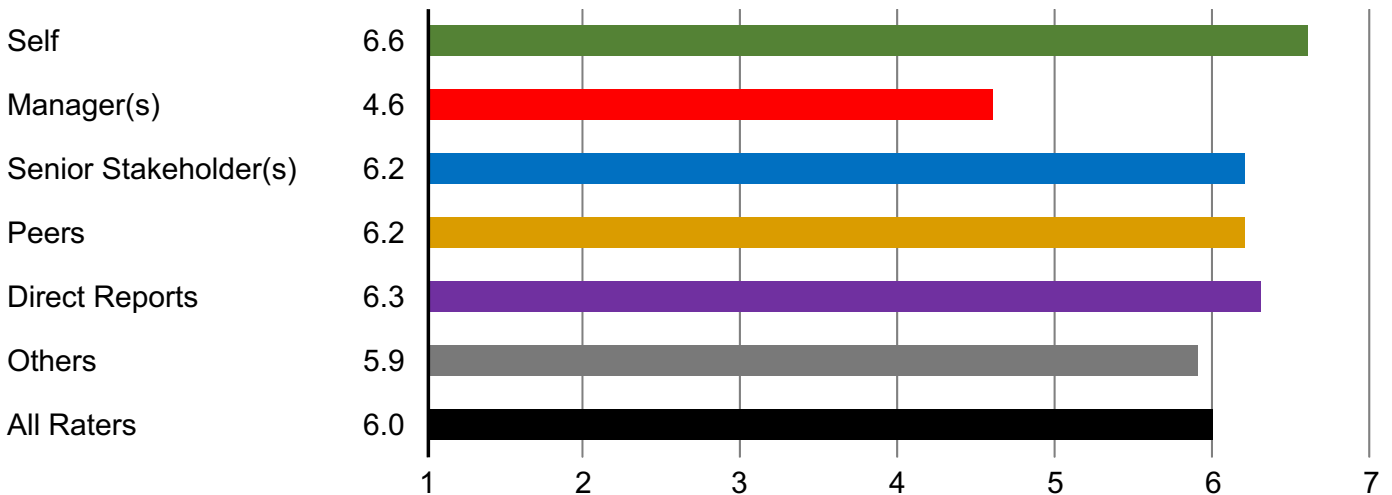


OTHERS

8. Developing People

Backs the development of potential; gives feedback, delegates, coaches, and enables accelerated development.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
8.1. This person helps people learn from their mistakes	7.0	3.0	7.0	5.7	7.0	6.3	6.1
8.2. ... provides immediate feedback, both positive and negative	7.0	4.0	7.0	7.0	7.0	5.7	6.4
8.3. ... is willing to delegate important tasks, not just things he/she doesn't want to do	6.0	6.0	4.0	6.3	6.0	5.7	5.8
8.4. ... develops employees' confidence in their ability to make decisions	6.0	6.0	6.0	6.0	5.3	5.3	5.6
8.5. ... knows how to attract and nurture talent, creates conditions which are attractive to talents	7.0	4.0	7.0	6.0	6.0	6.3	6.0

* ≥ 3.5pts difference between raters

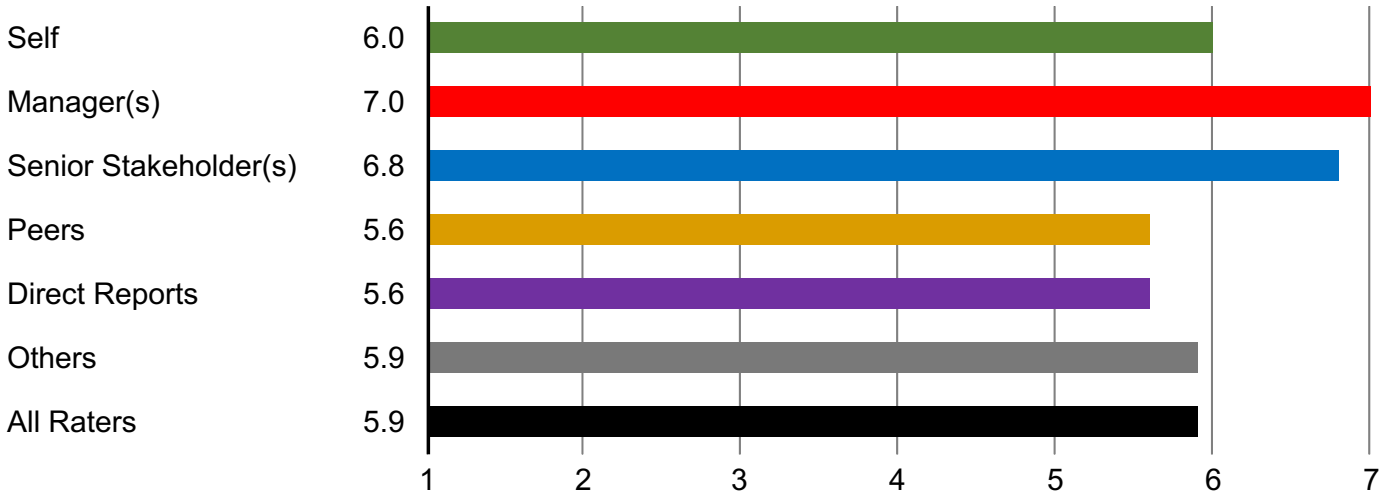


OTHERS

9. Empathy

Highly skilled interpersonally; sincerely interested in others and able to articulate an understanding of another’s perspective.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
9.1. This person has skill and sophistication in understanding the process and human factors at play	6.0	7.0	7.0	7.0	7.0	6.0	6.7
9.2. ... has an in-depth understanding of people and can read social cues	5.0	7.0	7.0	5.7	6.0	5.7	6.0
9.3. ... cares, understands and respects the way others feel	6.0	7.0	6.0	5.7	6.0	6.3	6.1
9.4. ... makes other people feel safe to share thoughts and ideas	6.0	7.0	7.0	4.7	5.0	6.3	5.6
9.5. ... strikes an effective balance between having conviction and yet being open to different viewpoints	7.0	7.0	7.0	5.0	4.0	5.3	5.2

* ≥ 3.5pts difference between raters

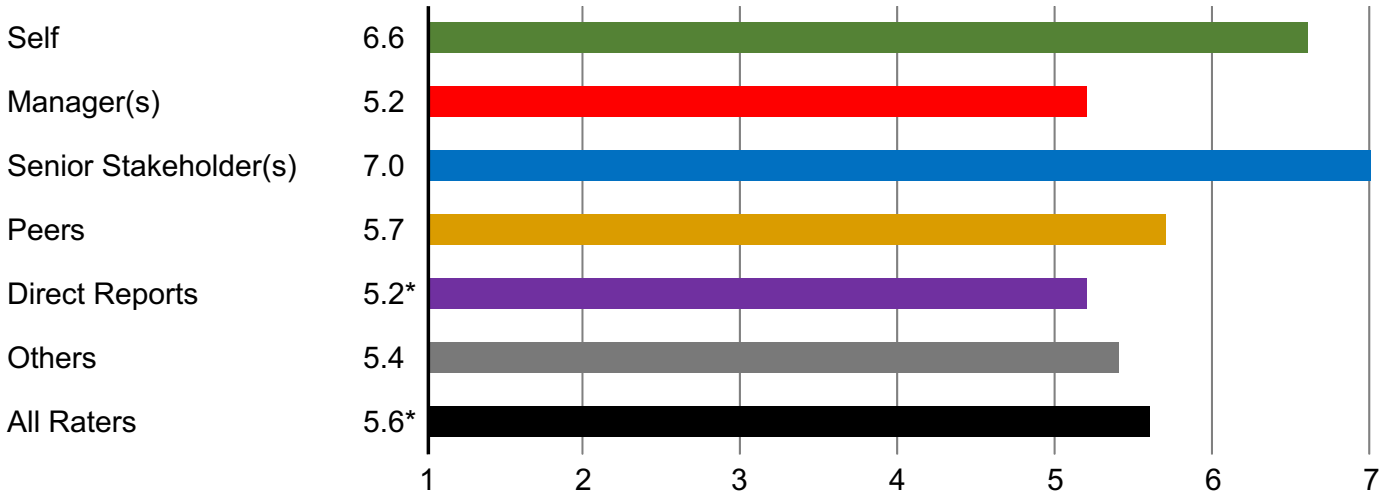


OTHERS

10. Driving Performance

Actively manages performance at all levels, tackles performance challenges head-on, gets things done.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
10.1. This person challenges poor or variable performance	7.0	3.0	7.0	4.7	3.7*	4.7	4.5*
10.2. ... defines clear directions for others and establishes common goals	7.0	3.0	7.0	6.0	6.0	4.7	5.5
10.3. ... aligns people, systems, and processes for success	6.0	6.0	7.0	5.7	5.7	6.0	5.9
10.4. ... is solution-focussed, turns ideas and problems into actions	7.0	7.0	7.0	7.0	5.7	6.3	6.5
10.5. ... rewards hard work and dedication to excellence	6.0	7.0	7.0	5.3	5.0	5.3	5.5

* ≥ 3.5pts difference between raters

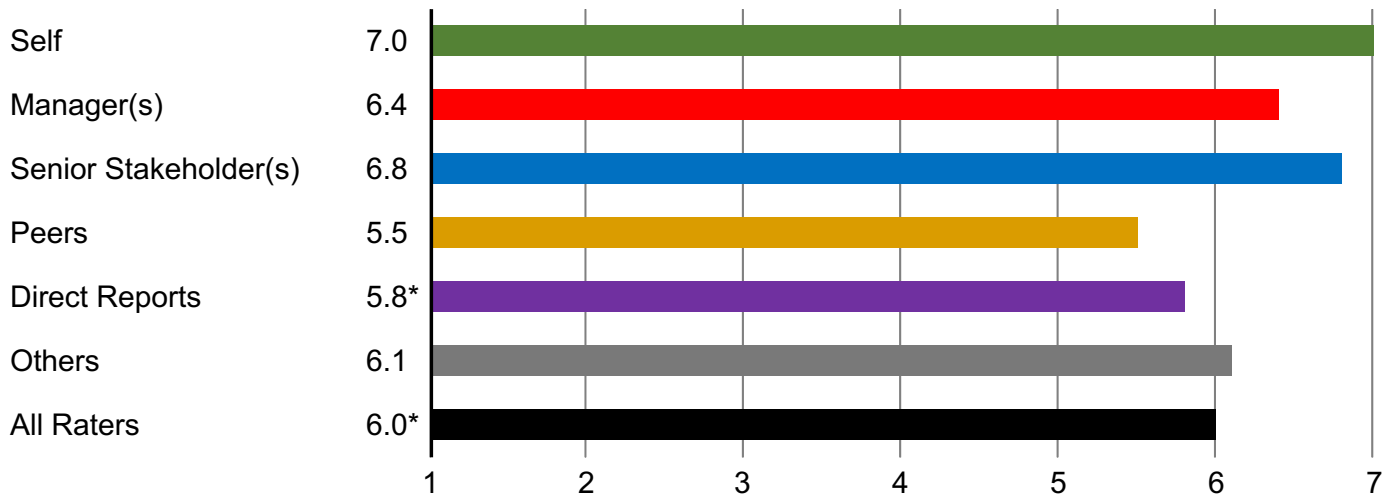


BUSINESS

11. Decision Making

Prepared to commit to firm decisions even on the most complex and difficult topics.
Has an exceptional judgment.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
11.1. This person uses critical thinking when evaluating options	7.0	6.0	7.0	5.7	6.0	6.0	6.0
11.2. ... knows when to prioritize speed over deliberation	7.0	7.0	7.0	6.3	5.3*	7.0	6.4*
11.3. ... is not derailed or distracted under pressure by ambiguity or missing data	7.0	6.0	7.0	5.3	5.0	6.3	5.7
11.4. ... commits to firm decisions and 'stand-by' these with conviction	7.0	7.0	6.0	5.7	6.7	5.0	5.9
11.5. ... is prepared to update decisions when appropriate	7.0	6.0	7.0	4.7	6.0	6.3	5.8

* ≥ 3.5pts difference between raters

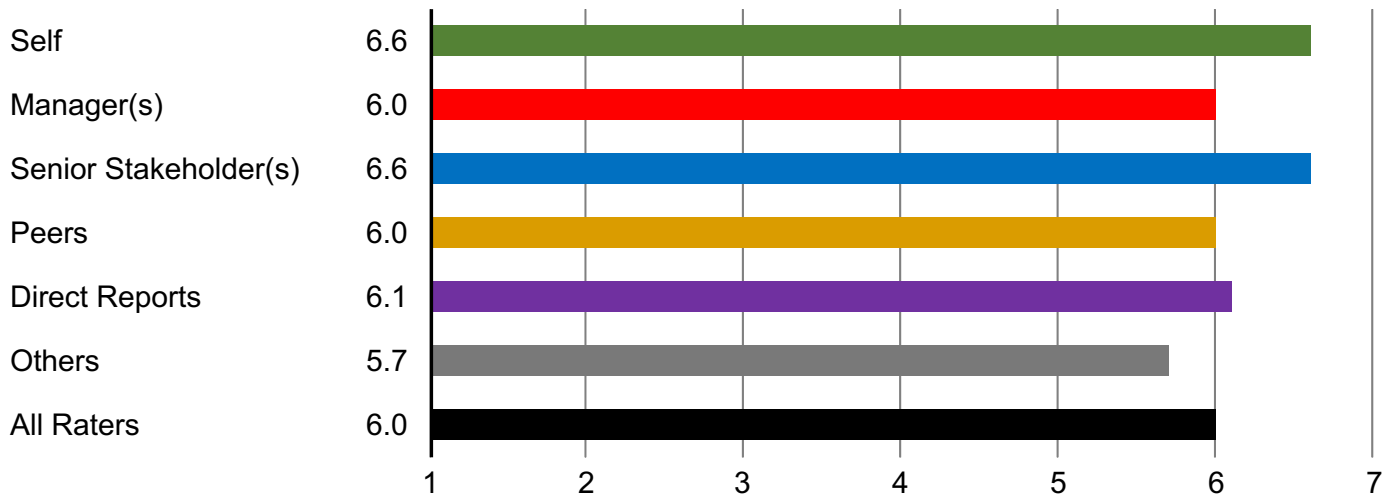


BUSINESS

12. Problem Solving

Incisively examines issues, reduces complexity, synthesizes data, and applies common sense to problems.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
12.1. This person confronts problems directly and takes timely corrective action	7.0	6.0	7.0	5.7	6.3	6.0	6.1
12.2. ... establishes priorities and re-prioritizes only when necessary	6.0	7.0	6.0	6.0	6.7	5.0	6.0
12.3. ... synthesizes data effectively reaches meaningful conclusions	6.0	6.0	6.0	6.3	5.7	6.0	6.0
12.4. ... understands decision-making biases and thinks problems through more objectively	7.0	7.0	7.0	6.3	6.0	6.0	6.3
12.5. ... is an analytical, clear thinker	7.0	4.0	7.0	5.7	6.0	5.7	5.7

* ≥ 3.5pts difference between raters

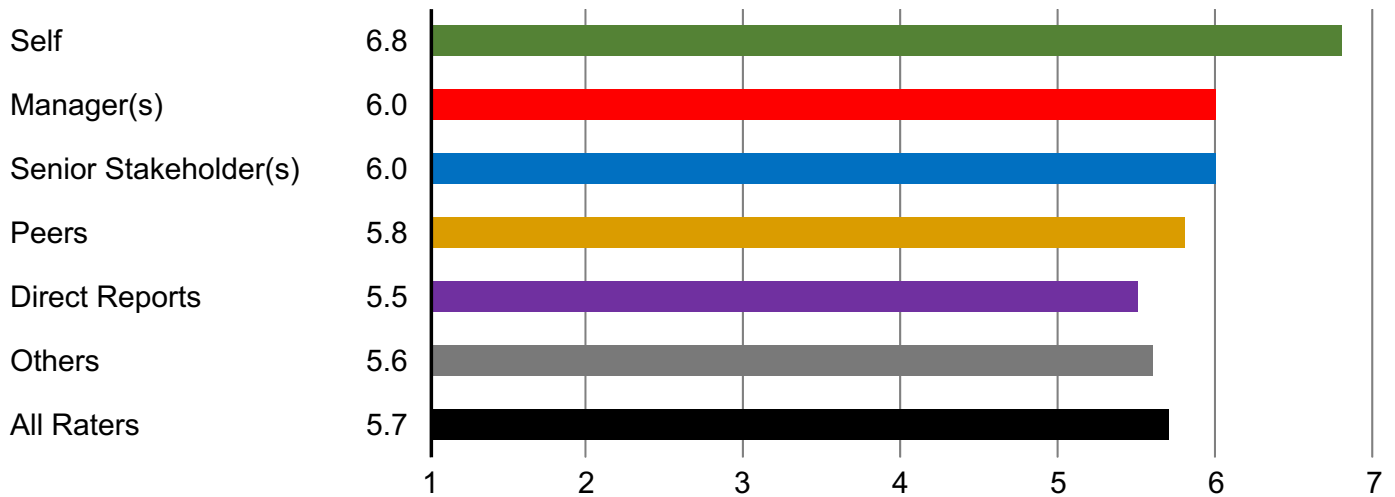


BUSINESS

13. Planning & Organisation

Makes efficient use of available resources. Is very well-organized, structured, and planned.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
13.1. This person applies the organizational policies to avoid double standards	7.0	6.0	7.0	5.3	5.0	5.3	5.5
13.2. ... quickly identifies key milestones and critical paths	7.0	6.0	7.0	5.7	6.0	4.7	5.6
13.3. ... revises and updates plans in light of changing circumstances	7.0	6.0	5.0	6.7	6.0	6.3	6.2
13.4. ... maintains an effective level of oversight over project delivery	6.0	7.0	4.0	5.0	5.3	6.7	5.6
13.5. ... thinks ahead and plans around likely obstacles	7.0	5.0	7.0	6.3	5.3	5.0	5.6

* ≥ 3.5pts difference between raters



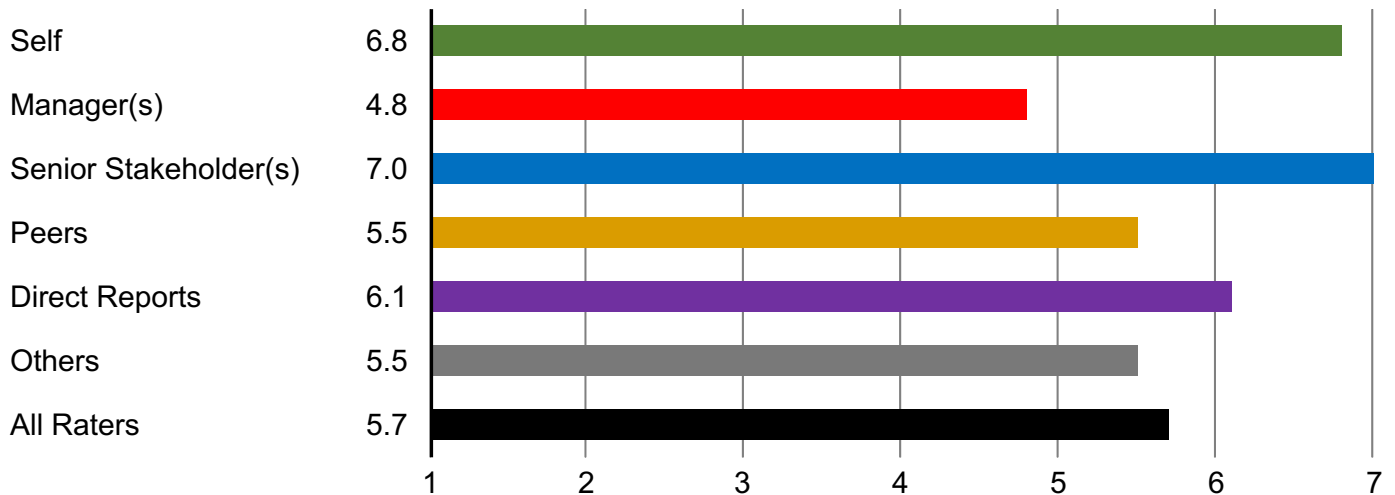
BUSINESS

14. Strategic Thinking

Has a deep understanding of market trends.

Thinks ahead; can project current business state into likely future requirements.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
14.1. This person sees and considers different perspectives	7.0	4.0	7.0	5.7	6.0	5.3	5.6
14.2. ... assesses a broad range of options and potential outcomes	7.0	4.0	7.0	4.7	6.3	5.7	5.5
14.3. ... considers short and long-term opportunities at the same time	7.0	6.0	7.0	6.3	6.0	5.3	6.0
14.4. ... is prepared to be bold and imaginative in building a rich picture of the future	7.0	5.0	7.0	5.7	5.3	5.0	5.5
14.5. ... communicates complex issues in a way which brings a new perspective to strategic discussions	6.0	5.0	7.0	5.3	6.7	6.0	6.0

* ≥ 3.5pts difference between raters



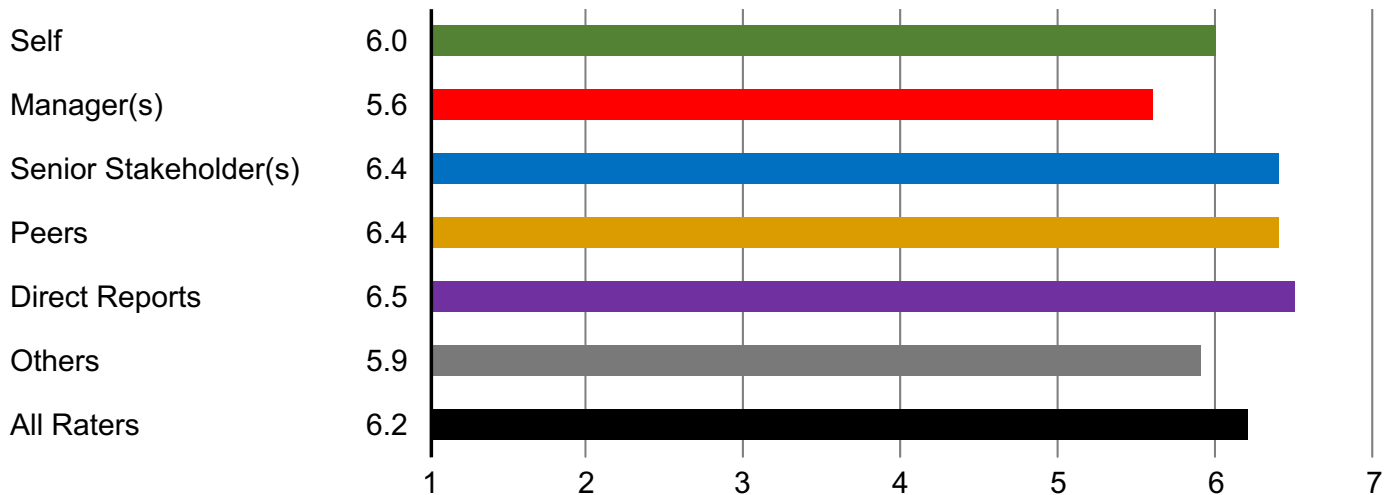
BUSINESS

15. Business Savvy

Is close to customers and stakeholders.

Is highly capable technically and has deep insights into business levers.

Skill Rating Summary



Individual Skill Rating

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
15.1. This person gets things done through the right people in the organization	6.0	5.0	7.0	6.7	6.3	6.3	6.4
15.2. ... quickly establishes key commercial priorities in dealing with operational matters	7.0	5.0	7.0	6.7	6.0	6.0	6.2
15.3. ... drives a customer centricity and service orientation throughout the organization	5.0	6.0	7.0	6.3	7.0	5.3	6.3
15.4. ... creates a culture with a focus on operational excellence and commercial results	7.0	6.0	7.0	6.3	6.7	6.0	6.4
15.5. ... has in-depth experience managing a Profit & Loss, working within budgets and forecasting/business planning	5.0	6.0	4.0	6.0	6.7	5.7	5.9

* ≥ 3.5pts difference between raters



STUMBLING BLOCKS

There are a number of unproductive behaviors which can block, stall or otherwise derail a career. Taken to an extreme, anyone blocker and derailer on its own has the potential to have these career impacting consequences.

Whilst there is no one predictive model which works across cultures and organizations, the fewer blockers and derailers you have, the less at risk you are.

Each organization will have its own tolerances; its culture will determine this to a large extent.

Being aware of your risk profile empowers you to be more vigilant in those situations when necessary.

Please note: In this section, lower ratings suggest lower risk.

The higher the rating, the more frequently you are perceived to show or be at risk of showing the related behavior.

Any highlighted scores should be regarded as potentially important areas to reflect on.

Those highlighted in red should be considered closely.

Summary	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
16. Moody Overly aggressive, tough, insensitive, unappreciative and demanding; gets things done but bruises along the way.	1.8	1.2	1.0	2.1	1.6	1.6	1.6
17. Self-Centered Overly self-orientated and excessively self-confident. Charming manipulative with a sense of entitlement.	1.7	1.2	1.0	1.5	1.4	1.6	1.4
18. Overly Cautious Low risk intelligence; too risk avoidant. Low ambiguity tolerance with rigidly held views.	2.2	1.2	1.0	2.1	1.8	2.0	1.8
19. Reserved Indifference and unconcerned towards others, neglect feelings or needs of others.	1.7	1.2	1.0	1.7	1.4	1.4	1.4

Key

Rating Frequency of this behavior

5.0	Very Often
4.0	Often
3.0	Sometimes
2.0	Rarely
1.0	Not At All

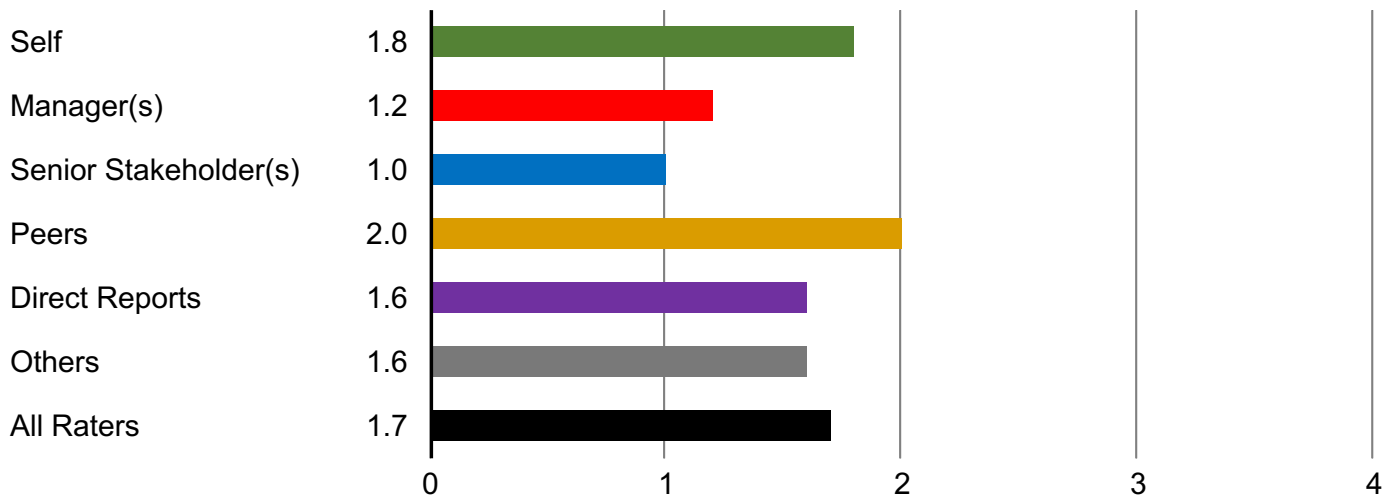


STUMBLING BLOCKS

16. Moody

Overly aggressive, tough, insensitive, unappreciative and demanding; gets things done but bruises along the way.

Overall Summary



Disaggregated Ratings

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
16.1. This person is emotionally volatile and unpredictable	1.0	1.0	1.0	2.3	2.0	1.3	1.7
16.2. ... adopts a bullying style under stress, can intimidate without intention	1.0	1.0	1.0	1.7	1.7	2.0	1.6
16.3. ... sees things in extreme, black or white	2.0	1.0	1.0	2.3	2.0	2.3	2.1
16.4. ... often leaves a trail of damaged relationships and unresolved conflict	2.0	1.0	1.0	2.3	1.0	1.0	1.5
16.5. ... can be hard to please at times	3.0	1.0	1.0	2.3	2.0	1.3	1.9
16.6. ... turns passion into rejection when disappointed	2.0	2.0	1.0	1.3	1.0	1.7	1.4

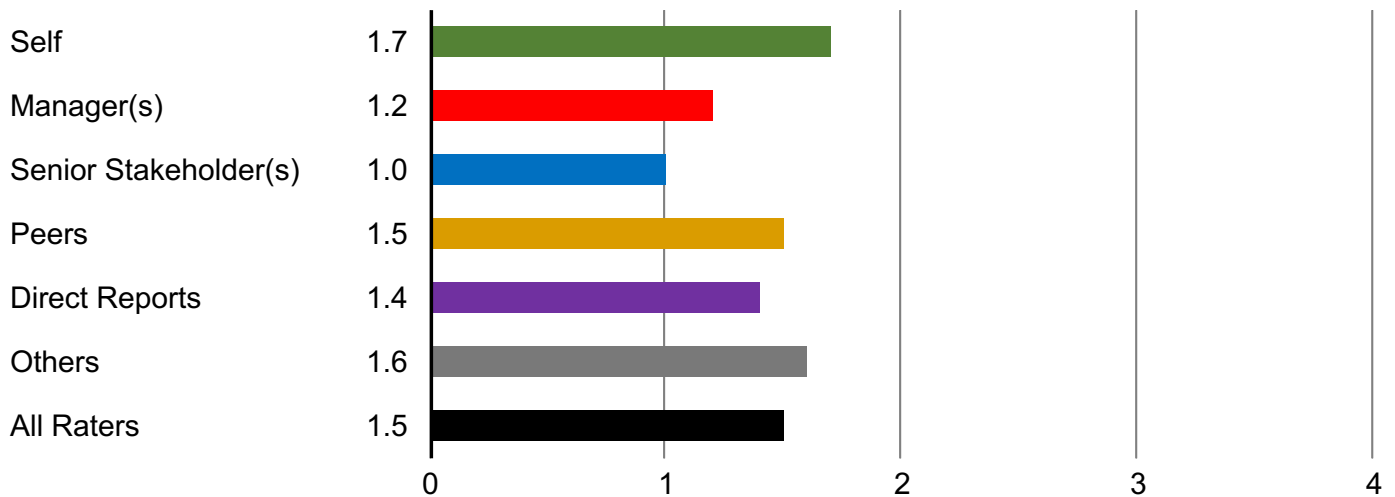


STUMBLING BLOCKS

17. Self-Centered

Overly self-orientated and excessively self-confident.
Charming manipulative with a sense of entitlement.

Overall Summary



Disaggregated Ratings

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
17.1. This person fails to involve team members	2.0	1.0	1.0	1.3	1.3	1.3	1.4
17.2. ... appears not to value other's input, fails to credit others	1.0	1.0	1.0	1.0	1.3	1.7	1.3
17.3. ... lacks empathy or concern for others	1.0	1.0	1.0	2.3	2.0	1.3	1.7
17.4. ... appears to be arrogant at times	2.0	1.0	1.0	1.3	1.0	1.7	1.4
17.5. ... is self-promoting without the results to support it	2.0	1.0	1.0	1.7	1.3	1.3	1.5
17.6. ... resists learning from own mistakes	2.0	2.0	1.0	1.3	1.7	2.0	1.6



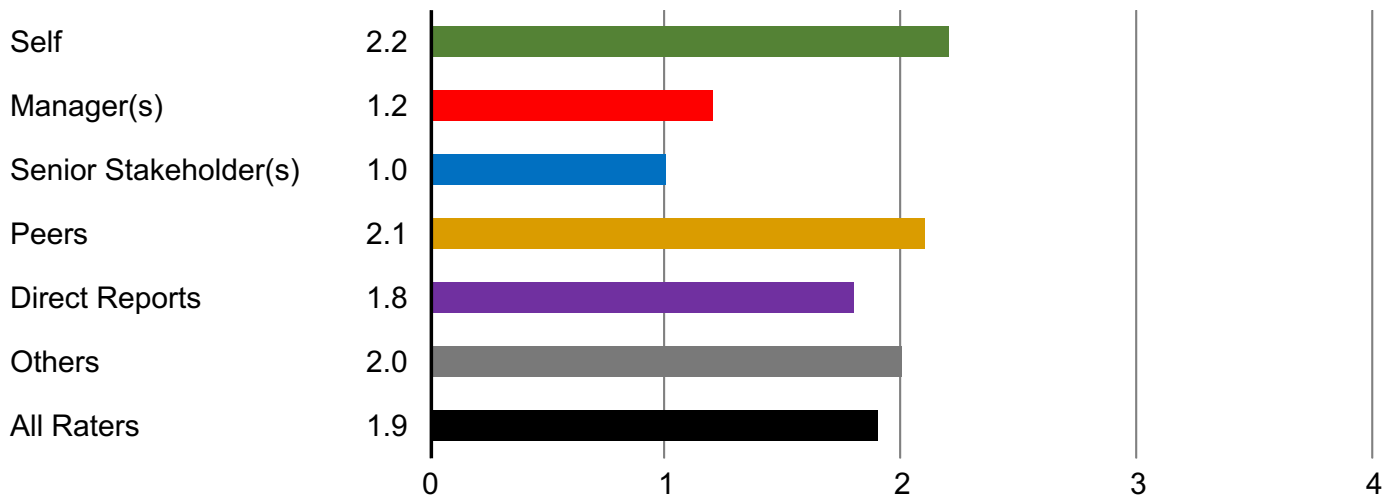
STUMBLING BLOCKS

18. Overly Cautious

Low risk intelligence; too risk avoidant.

Low ambiguity tolerance with rigidly held views.

Overall Summary



Disaggregated Ratings

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
18.1. This person obsesses about what might go wrong and eventually get stuck	1.0	1.0	1.0	2.0	2.3	1.7	1.8
18.2. ... has fear of criticism or failure	3.0	2.0	1.0	2.0	1.3	2.0	1.8
18.3. ... is fault-finding and mistrustful at times	2.0	1.0	1.0	1.7	2.0	2.0	1.8
18.4. ... prone to doubt other's intention and assume ulterior motives	2.0	1.0	1.0	3.0	1.7	1.7	2.0
18.5. ... exceeds what is required/ is a perfectionist	2.0	1.0	1.0	2.3	2.3	2.0	2.1
18.6. ... is overly reliant on advice from others	3.0	1.0	1.0	1.3	1.3	2.7	1.8

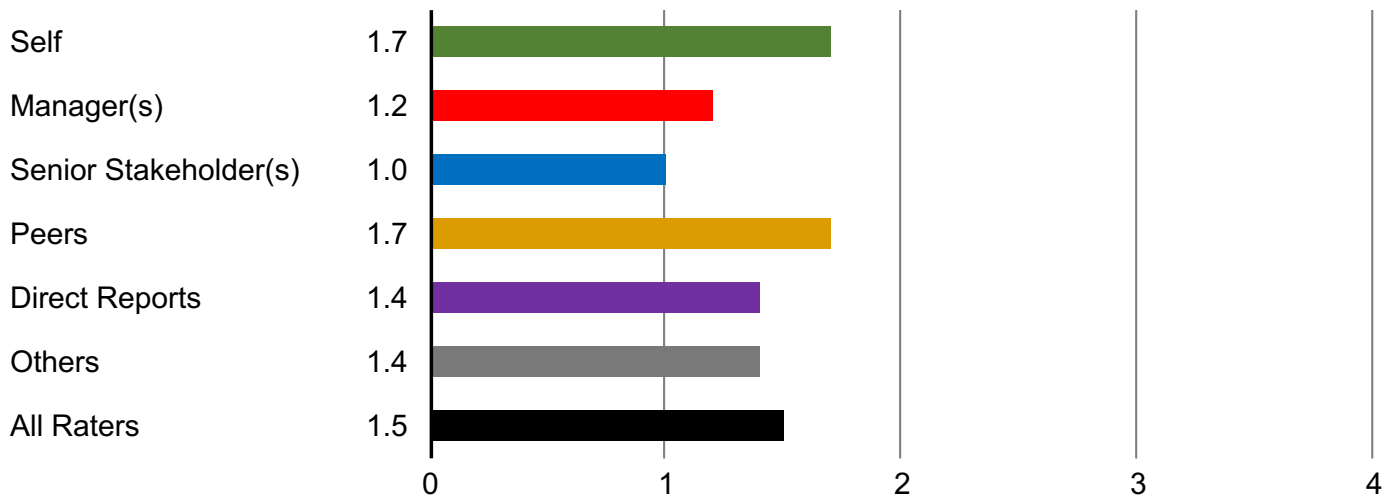


STUMBLING BLOCKS

19. Reserved

Indifference and unconcerned towards others, neglect feelings or needs of others.

Overall Summary



Disaggregated Ratings

	Self	Manager(s)	Senior Stakeholder(s)	Peers	Direct Reports	Others	All Raters
19.1. This person is focused too much on the task rather than the relationship	1.0	1.0	1.0	2.0	2.0	1.3	1.6
19.2. ... does not use feedback to make the necessary changes in his/her behaviors	2.0	1.0	1.0	2.7	1.3	1.0	1.6
19.3. ... keeps others at a distance, limits close relationships under stress	2.0	2.0	1.0	1.0	1.3	1.3	1.3
19.4. ... seems to be a poor communicator in stressful situations	1.0	1.0	1.0	2.0	1.7	2.0	1.7
19.5. ... is quietly resentful of the excessive demands being placed on them	2.0	1.0	1.0	1.3	1.0	1.3	1.3
19.6. ... is socially withdrawn and has a poor network	2.0	1.0	1.0	1.3	1.0	1.7	1.4

Report for: Jane Doe



Open Text Feedback

These comments have been copied unedited. They are split out by rater group to protect anonymity.

What are this individual's greatest areas of strength and leadership capability?

Managers	Reliable and trustworthy
Senior Stakeholders	Empowerment
Peers	Honesty and integrity Active listener Ability to delegate
Direct Reports	Problem-solving Communication Skills Empathy
Others	Ability to learn new skills Teamwork Takes responsibility

Report for: Jane Doe



Open Text Feedback

These comments have been copied unedited. They are split out by rater group to protect anonymity.

What are this individual's greatest areas of development need?

Managers	Self-confidence could be higher
Senior Stakeholders	Encouraging reflection
Peers	Encourage strategic thinking Following through on what you said Managing appointments and meeting deadlines
Direct Reports	Multi-tasking and Time management Stress Management Prioritization
Others	Adaptability Listening Skills Domineering character



Leadership Effectiveness

Raising Self-Awareness to become an even better Manager

BergGruen prides itself to be a prime “boutique” of Leadership Advisors for Organisational Learning and Executive Leadership Development worldwide - which means delivering tailor-made, customized quality products and services to our clients.

Therefore, we focus on and are passionate about meeting our customer’s needs with excellence, by translating academic tools and research-based psychometric instruments to down-to-earth, pragmatic concepts and actions.

We do not believe in “one size fits all” but rather we take the time to listen and ask the right questions to be able to make a comprehensive, validated diagnosis of the real issues that need change management and leadership solutions.

Although we value keeping a classic touch to the design, we also encourage and spur on the creativity to make any solution deeply impactful. You will often see us using experiential activities and ‘grapples’ to bring ‘common sense’ and ‘common practice’ more in line to get sustainable solutions.

BergGruen has the privilege of having fully global reach whilst still keeping all the benefits of a boutique-sized consultancy.

