

Your 360° **Feedback Report**

PROFILE FOR:

Sally Sample

t-three / Kiddy & Partners

January 07, 2026

CONFIDENTIAL



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Introduction





The Future of Leadership 360° Assessment has been designed to provide you with valuable feedback to build your strengths as a leader and guide your personal development. This personalised report presents your assessment results - your self-ratings, and how others rated you to help you build your strengths as a leader. It begins with an overall “big picture”, then moves on to more specific detail. At the end of the report there is space for you to record your reflections, identify strengths, areas to build on and start to create your development plan.

The feedback is structured around three critical priorities for effective leadership today, and into the near future:

1. **Purpose** Leaders must create a meaningful purpose to inspire and align others, and drive long-term growth against this. They need a strong awareness of their internal and external environments, and the ability to communicate engagingly.
2. **Agility** Operating in increasingly uncertain and fast-moving environments, leaders must have a strong drive to learn and continually improve. They must be able to perform under pressure, make sound judgements despite uncertainty, involve others to complement their knowledge and skillset, and have the ability to accelerate change.
3. **People** Effective leaders must be able to create trust, engagement and loyalty in an increasingly virtual world. They need to collaborate across borders, develop high performing teams, and empower others to deliver.

Number of responses

The table below indicates who was invited to provide feedback on you, as well as who responded.

| Rater Type | Number of Raters | Submitted Responses |
|---|------------------|---------------------|
|  Self | 1 | 1 |
|  Manager | 1 | 1 |
|  Peers | 3 | 3 |
|  Direct Reports and Key Stakeholders | 5 | 5 |

In this report

This report contains the following sections:

1. How to interpret the feedback results

2. Your feedback

- 2.1 Overview of dimensions comparing self vs others' rating
- 2.2 Results by dimension: Purpose
- 2.3 Results by dimension: Agility
- 2.4 Results by dimension: People
- 2.5 Detailed results by dimension: Purpose
- 2.6 Detailed results by dimension: Agility
- 2.7 Detailed results by dimension: People
- 2.8 Highest and lowest rated behaviours - All raters
- 2.9 Comments made by the evaluators
- 2.10 Reflecting on your feedback

1. How to interpret the feedback results

The feedback you receive is an indicator of how your leadership is perceived by others. This report presents the results you have obtained against the behaviours that are critical for leading effectively both now and in the near future, according to the perceptions of the people around you.

The feedback in this report will help you:

- Understand how your manager and others view your behaviour
- Compare others' views with your own to identify key strengths and areas to build on
- Draw some conclusions in terms of your strengths and development needs
- Create a focused development plan

To make the most of this report:

Consider the dimensions in which the majority of the raters have given you the highest scores. These are your leadership strengths.

Focus on those in which you have received the lowest scores. These are your development areas.

Compare the scores given by your raters with your own assessment of your behaviour in that area. This will give you an idea of the aspects in which you have good selfawareness and of those which do not correspond to the view others have of you.

You will find four types of feedback:

- **Known strengths:** The dimensions and behaviours in which you have repeatedly received the highest scores and those in which your self-assessment is higher.
- **Hidden strengths:** The strengths you did not know you had. These may be areas you have been working on and the feedback confirms your progress. Look for the dimensions and behaviours in which the scores from your raters are higher than your self-assessment.
- **Known development areas:** Areas for improvement that you were already aware of. The raters have scored these dimensions lower than the rest and your self-assessment was also lower. You already knew that you needed to make positive changes in these areas.
- **New development areas:** Areas to be improved that you were not aware of. The assessments of the raters are lower than those corresponding to your self-assessment. This information is the most valuable as it can help you to improve in areas in which you were unaware that changes were necessary. This can be the most difficult feedback to accept, so it is very important to keep an open mind when you review this information.

Overall, this report should provide you with enough data and information to start your development plan. Use the prompt questions at the back of the report to start making notes on your development plan and then discuss this further with your manager or coach.

2.1 Overview of dimensions comparing self vs others' rating

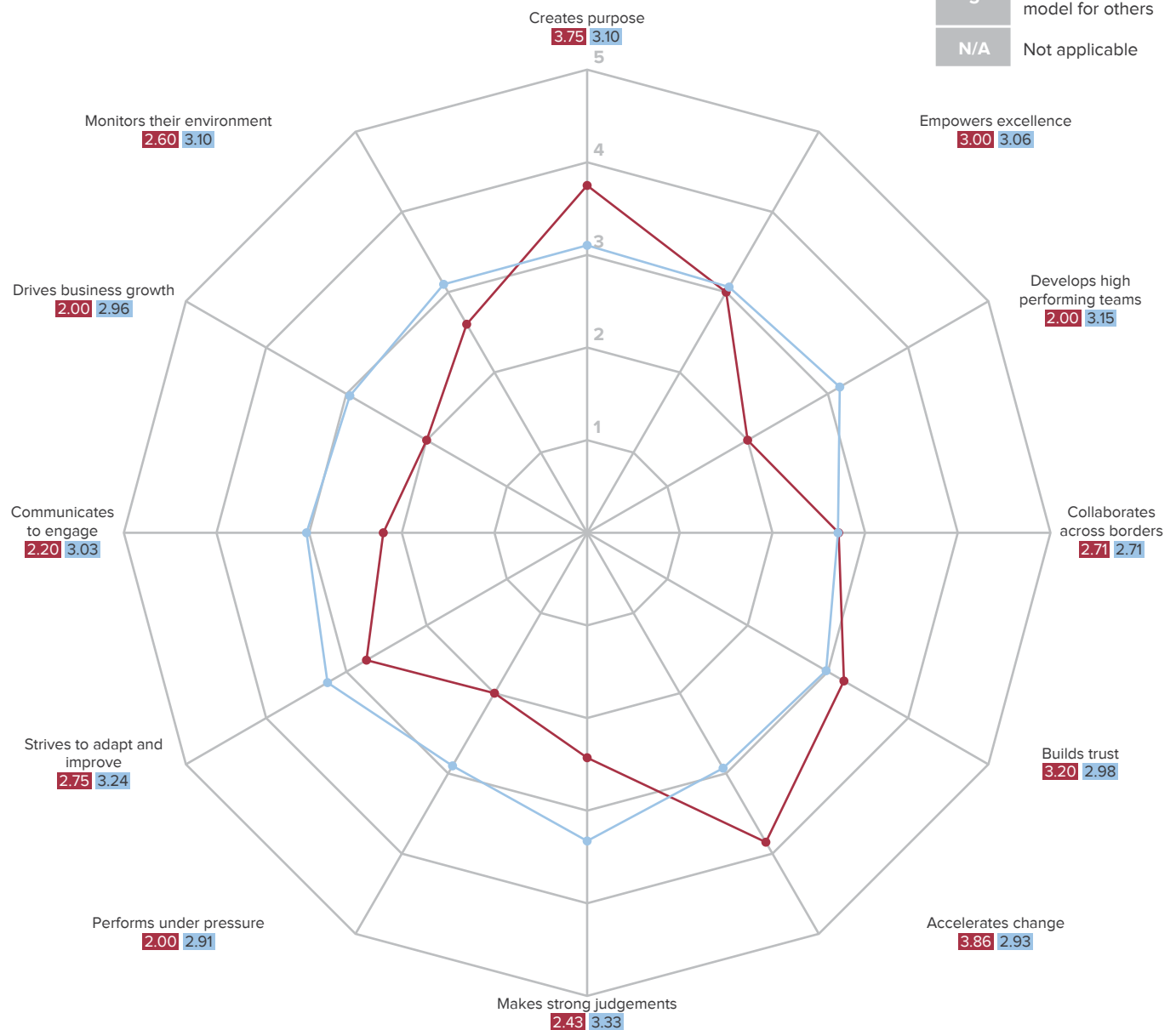
The graph below presents a comparison of your self-rating against each of the dimensions compared to the average rating of all your raters. The subsequent pages show a breakdown of the different raters' rating for each area.

Responses

- Self
- All Raters

Rating Scale

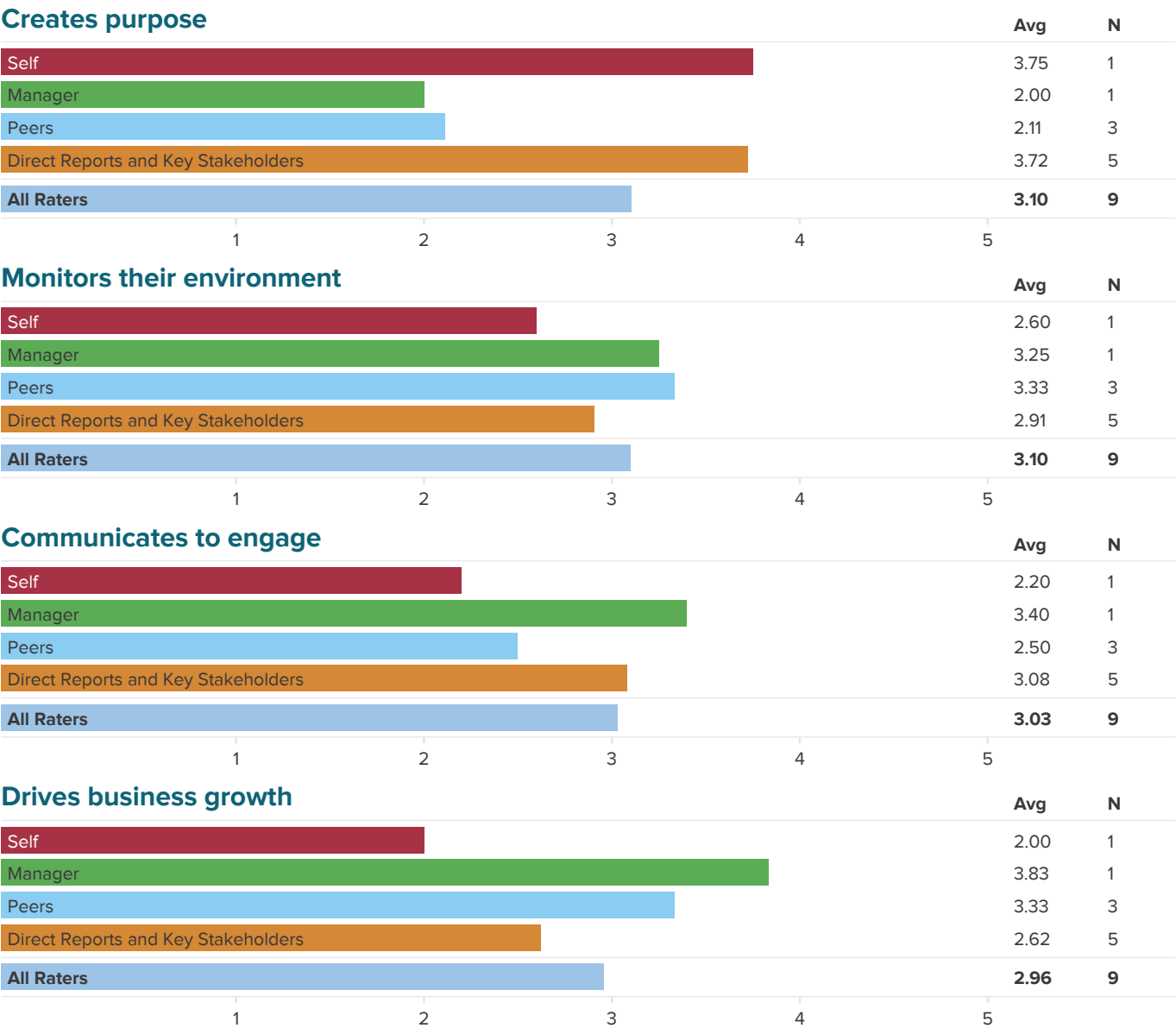
| | |
|-----|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |



2.2 Results by dimension: Purpose

Purpose has four sub-components, shown in the chart below which presents your self-rating against the average rating of your other nominated raters.

The four tables beneath it split out the others' ratings to highlight any differences in the ratings from your manager, colleagues, direct reports and key stakeholders, compared to your self-rating.

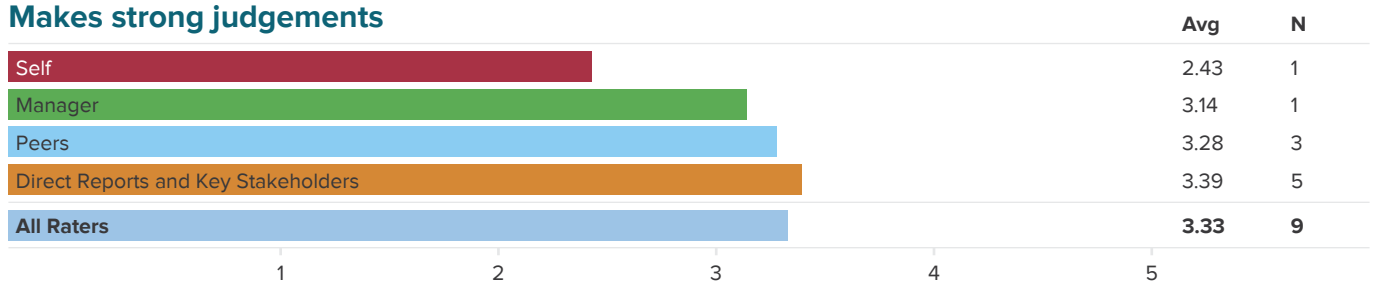


2.3 Results by dimension: Agility

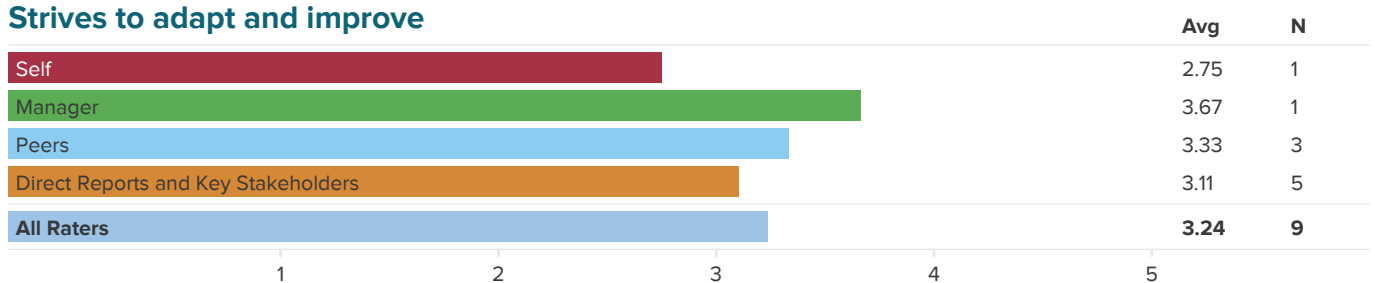
Agility has four sub-components, shown in the chart below which presents your self-rating against the average rating of your other nominated raters.

The four tables beneath it split out the others' ratings to highlight any differences in the ratings from your manager, colleagues, direct reports and key stakeholders, compared to your self-rating.

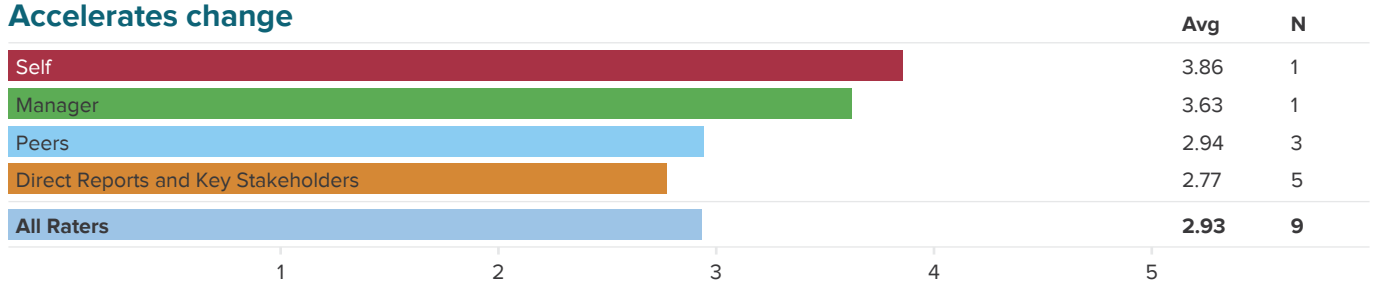
Makes strong judgements



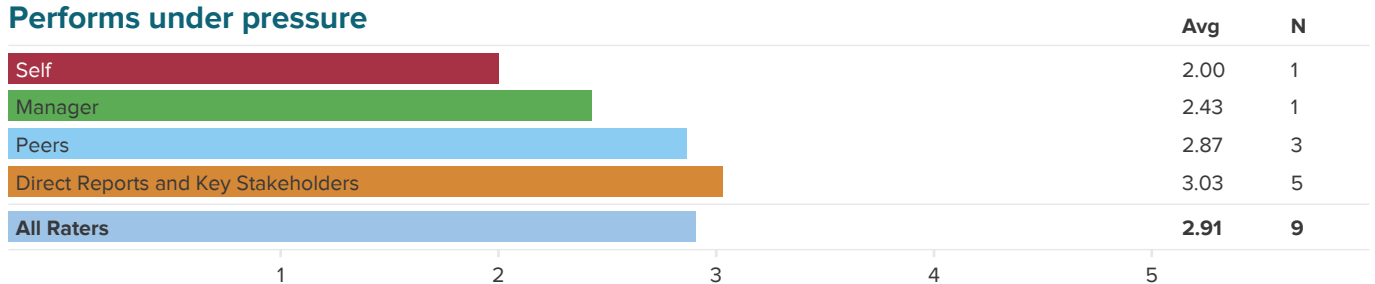
Strives to adapt and improve



Accelerates change



Performs under pressure

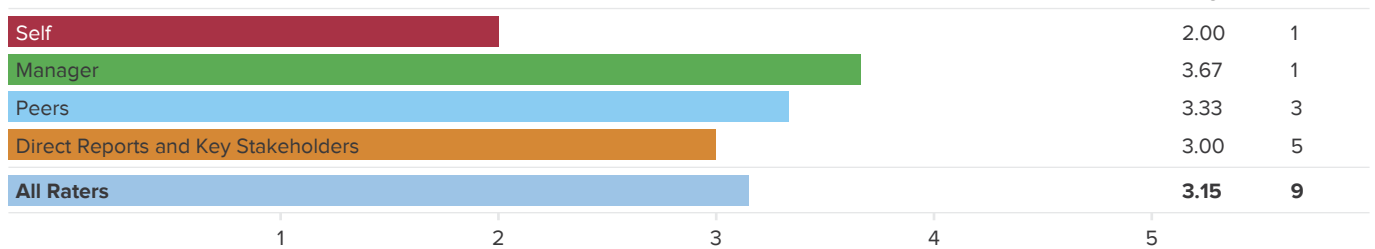


2.4 Results by dimension: People

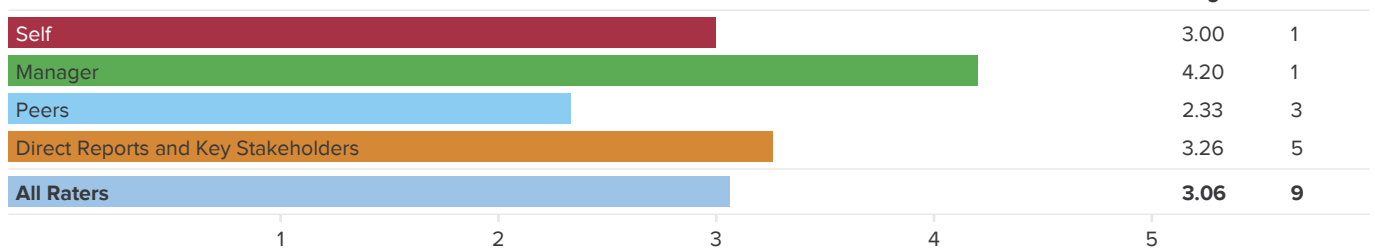
People has four sub-components, shown in the chart below which presents your self-rating against the average rating of your other nominated raters.

The four tables beneath it split out the others' ratings to highlight any differences in the ratings from your manager, peers and collaborators, compared to your self-rating.

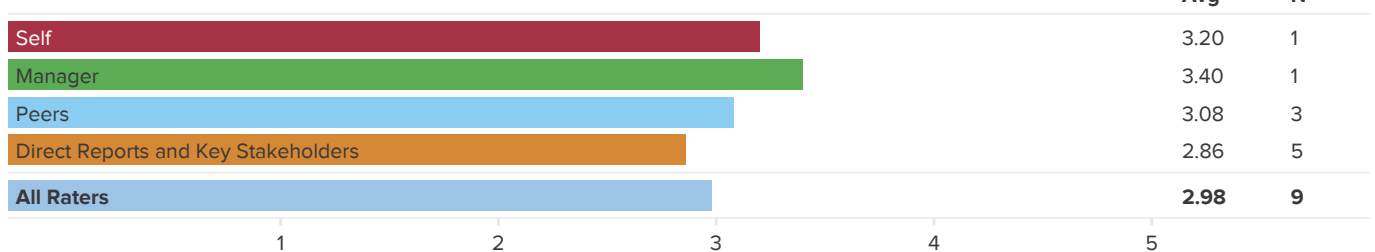
Develops high performing teams



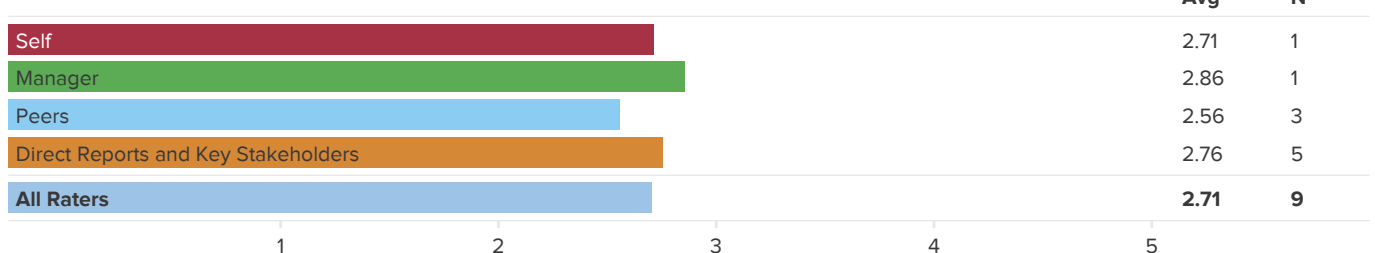
Empowers excellence



Builds trust



Collaborates across borders



2.5 Detailed results by dimension: Purpose

This section shows the different ratings for each individual question that sits within the sub-components of Purpose, Agility, People, comparing your self-rating against the ratings from your raters. It also shows the average rating of all other raters combined (excluding your own rating).

This more detailed feedback will help you to understand the differences and identify specific areas for your development plan.

Agreement Score: the number that you see in brackets. The closer that number is to 1.00, the more aligned individual raters' scores were, meaning there is a consistent view of that particular behaviour. The closer the score is to 0, the more variation in the scores of individual raters within that category.

Rating Scale

| | |
|-----|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| Creates purpose | 3.75 | (0.46) | 2.00 | (0.50) | 2.11 | (0.28) | 3.72 | (0.32) | 3.10 | (0.21) |
| They create a strong sense of purpose that drives the business/their team | 5.00 | (1.00) | NR | (NR) | AP | (AP) | 4.25 | (0.59) | 4.25 | (0.59) |
| They consistently act ethically, showing fairness and objectivity in their actions and standing up for 'the right thing' | 4.00 | (1.00) | 3.00 | (1.00) | 2.67 | (0.38) | 4.20 | (0.42) | 3.56 | (0.33) |
| They translate the purpose into meaningful and clear actions for others | 4.00 | (1.00) | 1.00 | (1.00) | 2.33 | (0.06) | 3.50 | (0.17) | 2.75 | (0.07) |
| They show clear support for the organisation and its purpose | 2.00 | (1.00) | NR | (NR) | 1.33 | (0.76) | 3.00 | (0.37) | 2.38 | (0.34) |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| Monitors their environment | 2.60 | (0.32) | 3.25 | (0.26) | 3.33 | (0.35) | 2.91 | (0.25) | 3.10 | (0.28) |
| They proactively seek customer input and feedback to maintain awareness of customer trends and needs | 3.00 | (1.00) | 4.00 | (1.00) | 2.67 | (0.38) | 3.25 | (0.26) | 3.13 | (0.32) |
| They demonstrate good awareness of current geo-political, economic, environmental, and societal trends | 2.00 | (1.00) | 1.00 | (1.00) | 3.00 | (0.29) | 3.75 | (0.59) | 3.13 | (0.32) |
| They regularly connect with different teams across the business to keep their cross-business knowledge up to date | 2.00 | (1.00) | NR | (NR) | 2.67 | (0.38) | 3.40 | (0.32) | 3.13 | (0.32) |
| They regularly check how employees/team members are feeling using a variety of different methods (e.g. pulse surveys, conversations, town halls) | 1.00 | (1.00) | 3.00 | (1.00) | 4.33 | (0.76) | 2.25 | (0.35) | 3.13 | (0.32) |

2.5 Detailed results by dimension: Purpose

Rating Scale

| | |
|-----|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | Manager | Peers | Direct Reports and Key Stakeholders | All Raters |
|---|-------------|-------------|-------------|-------------------------------------|-------------|
| They articulate the organisation's position in relation to market and competitor trends effectively | 5.00 (1.00) | 5.00 (1.00) | 4.00 (0.59) | 2.00 (0.23) | 3.00 (0.15) |

| | Self | Manager | Peers | Direct Reports and Key Stakeholders | All Raters |
|--|--------------------|--------------------|--------------------|-------------------------------------|--------------------|
| Communicates to engage | 2.20 (0.42) | 3.40 (0.19) | 2.50 (0.52) | 3.08 (0.27) | 3.03 (0.28) |
| They share difficult messages clearly, respectfully and at an appropriate time | 1.00 (1.00) | 5.00 (1.00) | AP (AP) | 3.60 (0.49) | 3.83 (0.47) |
| They communicate clearly, making a strong positive impact on others | 3.00 (1.00) | 5.00 (1.00) | 2.33 (0.53) | 4.00 (0.45) | 3.56 (0.33) |
| They adapt their messaging and communication techniques to suit the audience | 2.00 (1.00) | 4.00 (1.00) | 2.67 (0.53) | 3.00 (0.29) | 3.00 (0.38) |
| They regularly communicate, sharing important information and rationale for decisions where possible | 1.00 (1.00) | 1.00 (1.00) | AP (AP) | 2.60 (0.19) | 2.33 (0.20) |
| They strive to increase and improve communication in the organisation, using multiple channels to link and land messages | 4.00 (1.00) | 2.00 (1.00) | AP (AP) | 2.00 (0.39) | 2.00 (0.45) |

| | Self | Manager | Peers | Direct Reports and Key Stakeholders | All Raters |
|--|--------------------|--------------------|--------------------|-------------------------------------|--------------------|
| Drives business growth | 2.00 (0.42) | 3.83 (0.33) | 3.33 (0.31) | 2.62 (0.26) | 2.96 (0.25) |
| They use financial metrics to drive business performance | 3.00 (1.00) | 5.00 (1.00) | 4.33 (0.53) | 3.00 (0.29) | 3.67 (0.29) |

2.5 Detailed results by dimension: Purpose

| Rating Scale | |
|--------------|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|---|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| They communicate a clear and compelling strategy to deliver the business purpose | 1.00 | (1.00) | 4.00 | (1.00) | 3.00 | (0.29) | 3.20 | (0.42) | 3.22 | (0.39) |
| They create compelling solutions that reflect and shape customer needs and trends | 1.00 | (1.00) | 5.00 | (1.00) | AP | (AP) | 2.80 | (0.08) | 3.17 | (0.07) |
| They balance differing needs to create alignment between different teams or functions | 4.00 | (1.00) | 5.00 | (1.00) | 4.00 | (0.59) | 2.20 | (0.27) | 3.11 | (0.20) |
| They balance short-term and long-term considerations to drive long-term business growth | 2.00 | (1.00) | 2.00 | (1.00) | 2.00 | (0.59) | 2.75 | (0.46) | 2.38 | (0.50) |
| They align decision making, organisational processes and projects behind the strategy | 1.00 | (1.00) | 2.00 | (1.00) | AP | (AP) | 1.80 | (0.42) | 1.83 | (0.47) |

2.6 Detailed results by dimension: Agility

| Rating Scale | |
|--------------|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| Makes strong judgements | 2.43 | (0.25) | 3.14 | (0.38) | 3.28 | (0.15) | 3.39 | (0.34) | 3.33 | (0.28) |
| They make effective and timely decisions in uncertainty, evaluating risks and showing good judgement | 3.00 | (1.00) | 4.00 | (1.00) | 4.67 | (0.76) | 3.20 | (0.27) | 3.78 | (0.34) |
| They are comfortable operating outside of their comfort zone, knowledge, and skills | 1.00 | (1.00) | 4.00 | (1.00) | 3.67 | (0.06) | 3.60 | (0.32) | 3.67 | (0.25) |
| They show humility, not needing to be the 'expert' and admit to mistakes or gaps in their knowledge | 5.00 | (1.00) | 5.00 | (1.00) | AP | (AP) | 3.20 | (0.42) | 3.50 | (0.37) |
| They work effectively with complex information, identifying the important aspects to focus on | 4.00 | (1.00) | 3.00 | (1.00) | 2.67 | (0.15) | 4.25 | (0.78) | 3.50 | (0.34) |
| They find connections between concepts they may not fully understand, highlighting trends and implications | 1.00 | (1.00) | 3.00 | (1.00) | 3.67 | (0.38) | 3.00 | (0.21) | 3.25 | (0.30) |
| They think critically to solve problems | 2.00 | (1.00) | 2.00 | (1.00) | 2.33 | (0.06) | 3.60 | (0.49) | 3.00 | (0.25) |
| They defend difficult decisions when needed, taking accountability | 1.00 | (1.00) | 1.00 | (1.00) | 2.67 | (0.38) | 3.00 | (0.29) | 2.67 | (0.29) |
| | | | | | | | | | | |
| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
| Strives to adapt and improve | 2.75 | (0.78) | 3.67 | (0.76) | 3.33 | (0.41) | 3.11 | (0.37) | 3.24 | (0.41) |
| They demonstrate an awareness of their personal style, strengths and development areas | 2.00 | (1.00) | 4.00 | (1.00) | 3.67 | (0.38) | 4.00 | (0.45) | 3.89 | (0.45) |

2.6 Detailed results by dimension: Agility

Rating Scale

| | |
|-----|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| They strive to improve themselves through continuous learning (e.g. seeking new experiences, asking for feedback) | 3.00 | (1.00) | 4.00 | (1.00) | 3.00 | (0.18) | 3.20 | (0.34) | 3.22 | (0.30) |
| They adapt quickly, letting go of knowledge, ideas or behaviours that are no longer adding value to themselves, others and the organisation | 3.00 | (1.00) | 3.00 | (1.00) | 3.67 | (0.53) | 2.75 | (0.59) | 3.13 | (0.54) |
| They involve others in their actions and decisions to complement their knowledge or skillset, challenge their thinking and reduce the impact of their own biases | 3.00 | (1.00) | NR | (NR) | 3.00 | (1.00) | 2.40 | (0.49) | 2.63 | (0.57) |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|---|-------------|---------------|-------------|---------------|-------------|---------------|-------------------------------------|---------------|-------------|---------------|
| Accelerates change | 3.86 | (0.32) | 3.63 | (0.30) | 2.94 | (0.28) | 2.77 | (0.27) | 2.93 | (0.27) |
| They support others through change, anticipating and managing resistance to create buy in | 5.00 | (1.00) | 5.00 | (1.00) | AP | (AP) | 3.80 | (0.20) | 4.00 | (0.24) |
| They support people to take calculated risks or experiment for the purpose of improvement | 2.00 | (1.00) | 3.00 | (1.00) | AP | (AP) | 4.00 | (0.29) | 3.75 | (0.35) |
| They encourage people to challenge the status quo | 5.00 | (1.00) | 5.00 | (1.00) | 3.33 | (0.38) | 2.33 | (0.38) | 3.14 | (0.27) |
| They drive forwards continuous change and improvement | 5.00 | (1.00) | 5.00 | (1.00) | 3.00 | (0.59) | 2.60 | (0.49) | 3.00 | (0.42) |
| They share creative and disruptive ideas, challenging the way things are done to have a positive impact | 5.00 | (1.00) | 4.00 | (1.00) | 4.00 | (0.29) | 2.00 | (0.23) | 2.89 | (0.14) |
| They achieve positive change by creating pragmatic plans and monitoring progress | 3.00 | (1.00) | 4.00 | (1.00) | 3.33 | (0.15) | 2.25 | (0.46) | 2.88 | (0.27) |

2.6 Detailed results by dimension: Agility

| Rating Scale | |
|--------------|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| They ensure that resources are in place to deliver agreed changes | NR | (NR) | 1.00 | (1.00) | 1.67 | (0.53) | 3.00 | (0.68) | 2.33 | (0.47) |
| They are flexible, adapting their approach or strategy in light of new information | 2.00 | (1.00) | 2.00 | (1.00) | 2.33 | (0.53) | 2.40 | (0.25) | 2.33 | (0.38) |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|-------------|---------------|-------------|---------------|-------------|---------------|-------------------------------------|---------------|-------------|---------------|
| Performs under pressure | 2.00 | (0.37) | 2.43 | (0.41) | 2.87 | (0.23) | 3.03 | (0.32) | 2.91 | (0.30) |
| They recover quickly from setbacks | 1.00 | (1.00) | 3.00 | (1.00) | AP | (AP) | 4.00 | (0.39) | 3.80 | (0.42) |
| They stay calm and level-headed under pressure, managing their emotions effectively | 1.00 | (1.00) | 1.00 | (1.00) | AP | (AP) | 4.00 | (0.65) | 3.40 | (0.32) |
| They are a role model for others in how they manage their own long-term well-being | 1.00 | (1.00) | 2.00 | (1.00) | 4.00 | (0.29) | 3.00 | (0.45) | 3.22 | (0.34) |
| They remain committed in the face of adversity | NR | (NR) | 4.00 | (1.00) | 2.67 | (0.15) | 3.00 | (0.11) | 3.00 | (0.15) |
| They extract lessons from setbacks | 3.00 | (1.00) | 2.00 | (1.00) | 4.00 | (0.59) | 2.40 | (0.49) | 2.89 | (0.40) |
| They consistently deliver against agreed goals | NR | (NR) | 1.00 | (1.00) | 2.00 | (0.59) | 3.00 | (0.65) | 2.38 | (0.50) |
| They structure their time to balance priorities and ensure their focus is channelled effectively | 4.00 | (1.00) | 4.00 | (1.00) | 1.67 | (0.53) | 2.00 | (0.39) | 2.13 | (0.37) |

2.7 Detailed results by dimension: People

Rating Scale

| | |
|-----|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| Develops high performing teams | 2.00 | (0.50) | 3.67 | (0.38) | 3.33 | (0.53) | 3.00 | (0.35) | 3.15 | (0.38) |
| They provide timely developmental feedback to people within and outside of their team | 1.00 | (1.00) | 4.00 | (1.00) | 4.00 | (1.00) | 2.60 | (0.40) | 3.22 | (0.43) |
| They build, and show that they value, diverse teams with complementary skillsets and perspectives | 1.00 | (1.00) | 5.00 | (1.00) | AP | (AP) | 2.75 | (0.46) | 3.20 | (0.34) |
| They help to develop people through different techniques (e.g. coaching, mentoring, sharing experiences, development plans, sponsoring training, and providing stretching opportunities) | 3.00 | (1.00) | 2.00 | (1.00) | AP | (AP) | 3.50 | (0.17) | 3.20 | (0.20) |
| They help to develop future talent, such as finding opportunities for people around the business | 3.00 | (1.00) | NR | (NR) | 2.67 | (0.53) | 3.20 | (0.51) | 3.00 | (0.50) |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| Empowers excellence | 3.00 | (0.16) | 4.20 | (0.42) | 2.33 | (0.28) | 3.26 | (0.37) | 3.06 | (0.28) |
| They are available and responsive to requests for support, providing reassurance and resolving issues when needed | 4.00 | (1.00) | 5.00 | (1.00) | AP | (AP) | 3.25 | (0.59) | 3.60 | (0.49) |
| They monitor performance, holding people accountable for meeting expectations | 4.00 | (1.00) | NR | (NR) | 2.67 | (0.38) | 4.00 | (0.55) | 3.50 | (0.39) |
| They use a variety of techniques to motivate and engage others, adapting their approach to individual needs as necessary | NR | (NR) | 2.00 | (1.00) | 2.67 | (0.53) | 4.00 | (0.55) | 3.33 | (0.42) |

2.7 Detailed results by dimension: People

| Rating Scale | |
|--------------|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|------|--------|---------|--------|-------|--------|-------------------------------------|--------|------------|--------|
| They celebrate success, recognising and praising excellent work, showcasing this to others | 1.00 | (1.00) | 4.00 | (1.00) | 4.00 | (0.29) | 2.00 | (0.59) | 3.14 | (0.27) |
| They set clear expectations, stretching goals and objectives for others that align with the strategy and/or people's development needs | 5.00 | (1.00) | 5.00 | (1.00) | 1.00 | (1.00) | 3.20 | (0.42) | 2.67 | (0.22) |
| They delegate and empower others to succeed, selecting the right person for the task, providing authority and resource | 1.00 | (1.00) | 5.00 | (1.00) | 1.33 | (0.76) | 2.60 | (0.25) | 2.44 | (0.21) |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|---|-------------|---------------|-------------|---------------|-------------|---------------|-------------------------------------|---------------|-------------|---------------|
| Builds trust | 3.20 | (0.63) | 3.40 | (0.32) | 3.08 | (0.28) | 2.86 | (0.31) | 2.98 | (0.30) |
| They share their feelings and admit when they find things difficult | 3.00 | (1.00) | 4.00 | (1.00) | 4.00 | (0.59) | 3.25 | (0.78) | 3.63 | (0.65) |
| They behave consistently in accordance with their stated values | 2.00 | (1.00) | 4.00 | (1.00) | 3.67 | (0.38) | 3.20 | (0.42) | 3.44 | (0.42) |
| They anticipate and respond to others' emotions or points of view with care and understanding | 3.00 | (1.00) | 3.00 | (1.00) | AP | (AP) | 3.20 | (0.42) | 3.17 | (0.47) |
| They provide help and support to others as a priority | 4.00 | (1.00) | NR | (NR) | 1.67 | (0.76) | 3.20 | (0.08) | 2.63 | (0.17) |
| They are transparent and honest in sharing their views | NR | (NR) | 5.00 | (1.00) | 3.00 | (0.18) | 1.80 | (0.63) | 2.56 | (0.25) |
| They build trusting relationships with others, showing respect and connecting on a personal level | 4.00 | (1.00) | 1.00 | (1.00) | AP | (AP) | 2.60 | (0.19) | 2.33 | (0.20) |

2.7 Detailed results by dimension: People

Rating Scale

| | |
|-----|-----------------------------------|
| 1 | Significant development needed |
| 2 | Some development needed |
| 3 | Competent |
| 4 | Strength |
| 5 | Exemplary - role model for others |
| N/A | Not applicable |

| | Self | | Manager | | Peers | | Direct Reports and Key Stakeholders | | All Raters | |
|--|-------------|---------------|-------------|---------------|-------------|---------------|-------------------------------------|---------------|-------------|---------------|
| Collaborates across borders | 2.71 | (0.36) | 2.86 | (0.27) | 2.56 | (0.15) | 2.76 | (0.36) | 2.71 | (0.27) |
| They facilitate conflict resolution by navigating tensions, facilitating constructive debate and creating consensus | 1.00 | (1.00) | 2.00 | (1.00) | 4.00 | (0.29) | 3.00 | (0.55) | 3.22 | (0.39) |
| They maintain a strong network within and outside of the organisation | 1.00 | (1.00) | 4.00 | (1.00) | 3.00 | (0.18) | 3.20 | (0.20) | 3.22 | (0.23) |
| They leverage their network constructively to benefit their career or the organisation (e.g. by bringing in new business) | 4.00 | (1.00) | 3.00 | (1.00) | 2.33 | (0.06) | 3.75 | (0.35) | 3.13 | (0.19) |
| They demonstrate curiosity, regularly asking questions to understand others' views | 4.00 | (1.00) | 5.00 | (1.00) | 2.67 | (0.15) | 2.60 | (0.60) | 2.89 | (0.32) |
| They promote collaboration by connecting people internally and externally, identifying win-win solutions and creating shared goals | 2.00 | (1.00) | 1.00 | (1.00) | AP | (AP) | 2.60 | (0.25) | 2.33 | (0.25) |
| They encourage others' input and respect their views actively listening and building on their points in conversations | 3.00 | (1.00) | 4.00 | (1.00) | 1.33 | (0.76) | 2.00 | (0.55) | 2.00 | (0.47) |
| They adapt their approach to impact positively among different cultures or with people from different backgrounds | 4.00 | (1.00) | 1.00 | (1.00) | 2.00 | (0.29) | 2.25 | (0.59) | 2.00 | (0.44) |

2.8 Highest and lowest rated behaviours - All raters

The following behaviours were identified as your highest and lowest rated. Agreement scores show how closely raters experience your behaviours. The closer the number is to 1, the more aligned individual raters' score were, meaning that category of raters has a consistent view of that particular behaviour. The closer the score is to 0, the more variation in the scores of individual raters within that category.

Highest rated items

The following behaviours were your highest rated items, based on averages across all raters excluding yourself. Consider how you can leverage these behaviours to enhance your leadership skills further.

| Questions | Leadership principles | Score | Agreement |
|---|------------------------------|-------------|-----------|
| They create a strong sense of purpose that drives the business/their team | Creates purpose | 4.25 | 0.59 |
| They support others through change, anticipating and managing resistance to create buy in | Accelerates change | 4.00 | 0.24 |
| They demonstrate an awareness of their personal style, strengths and development areas | Strives to adapt and improve | 3.89 | 0.45 |
| They share difficult messages clearly, respectfully and at an appropriate time | Communicates to engage | 3.83 | 0.47 |
| They recover quickly from setbacks | Performs under pressure | 3.80 | 0.42 |

Lowest rated items

The following behaviours were your lowest rated items, based on averages across all raters excluding yourself. Consider how you can develop these behaviours to enhance your leadership skills in these areas.

| Questions | Leadership principles | Score | Agreement |
|--|-----------------------------|-------------|-----------|
| They align decision making, organisational processes and projects behind the strategy | Drives business growth | 1.83 | 0.47 |
| They adapt their approach to impact positively among different cultures or with people from different backgrounds | Collaborates across borders | 2.00 | 0.44 |
| They strive to increase and improve communication in the organisation, using multiple channels to link and land messages | Communicates to engage | 2.00 | 0.45 |
| They encourage others' input and respect their views actively listening and building on their points in conversations | Collaborates across borders | 2.00 | 0.47 |

2.9 Comments made by the raters

You and your raters have provided comments which are included verbatim in this section. Keep an open mind when reading these comments, you may not always agree or understand them, but they provide you with information on how others see you, which may be different to your own intentions. Highlight key comments to assist you in identifying strengths and areas to develop. Make a note of any feedback you are unclear on so that you can explore this with your manager or coach.

What are their strengths that they could leverage more? And, how would they do this?

Self

Manager

Peers

Direct Reports and Key Stakeholders

2.9 Comments made by the evaluators continued

You and your manager have provided comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how your manager sees you, which may be different from your intentions. Highlight key comments to assist you in identifying strengths and areas to strengthen. Make a note to explore any feedback which you don't understand.

What do they need to enhance to add to their positive impact as a leader?

Self

Manager

Peers

Direct Reports and Key Stakeholders

2.10 Reflecting on your feedback

Use this space to make notes, reflect and extract the most important learnings from this report. Please look at your self-assessment and the feedback from your raters to complete this section.

**How accurately does this report reflect my own perception, or feedback I have had before?
What are the implications for your development plan?**

What areas emerge as your key leadership strengths? How could you leverage these more?

What areas emerge where you are least effective? What actions could you take to develop these?

2.10 Reflecting on your feedback continued

**How accurately does this report reflect my own perception, or feedback I have had before?
What are the implications for your development plan?**

How does this report compare to what you expected? Make a note of anything that surprised you in the feedback you received.

Are there any areas where your own view is particularly different from your raters? If so, what are they?

**Is there one group of raters which consistently rates you higher or lower than other groups?
Why do you think this is the case?**

Open ended questions

How do the comments reinforce the ratings you have received?