

This report shows average ratings for each competency in the review segmented by Rater Group. The HI and LO columns present the highest and lowest ratings submitted by each Rater Group for a given competency. The N columns shows the number of responses submitted in a given Rater Group for a particular competency.

Rating Scale: 0 Not observed Each dimension has a gauge which is a quick way to see if your awareness is at optimum levels. This chart shows your overall aggregate score for all respondent types except your self scores.

This review employed the following rating scale when asking raters to provide feedback about their observations of your behaviors.

1 Almost never
2 Not frequently enough
3 Average
4 Very frequently
5 Always



Extremely Low

Self-awareness is a process. There are times in our careers and our lives that we may find how we intend to be perceived is very different from how others see us. If you find yourself in situations that are highly stressful, with lots of change, and that our well-being is being challenged by the environment; we may find ourselves lashing out, withdrawing, or reacting before all the possibilities or relationships are considered. Either way, it could be highly advantageous to seek out development and support to enhance your career and your life.

Low

Lack of trust in leadership seems to be growing according to some reports. See if you can develop greater resilience working with an executive coach, engaging in team and leadership development, and even seeking strategies for greater reflection/ resilience in your life and career. Consider engaging in 360° feedback to ensure you are not being too hard on yourself and your own assessment does match how others see you. Also examine how you establish your priorities so you can focus on the things that matter most at work and in life.

Average

Like most leaders, you fall in a zone where you achieve self-awareness and mindfulness in some things but not in others. Gather more information about how others see you using all the metrics applied in your profession. Seek out thought partners, coaches and mentors whom you trust to help you challenge assumptions you may no longer need in your life. Identify new possibilities for reframing stressful work situations and more creative solutions for how you approach them.

High

If you score in this zone you likely feel content in who you are and your leadership. You likely live your career seeking out and responding to feedback from others. You know that learning, adapting, and seeing situation in a new light is a part of life. In this case, are you applying your leadership strengths to your ultimate life goals and leading as much as you can? Always audit yourself with input from others about how they may need you to adapt to best lead them. Consider leading more frequently and with more impact on even bigger challenges.

Participants in your review

The following groups of individuals were invited to participate in this review.

Rater Type	Nominated	Responded	Response Rate
Manager	2	2	100%
Direct Reports	5	5	100%
Peers	3	3	100%
Others	0	0	0%

Raters nominated to participate

The following individuals were nominated to provide feedback to you through this multi-rater feedback process.

Rater Name	Relationship
1. Anna Brown	Manager
2. Barb Miller	Manager
3. Luigi Thomas	Direct Reports
4. Mary Williams	Direct Reports
5. Sara Smith	Direct Reports
6. Susan Jones	Direct Reports
7. Tom Campbell	Direct Reports
8. Joy Clark	Peers
9. Najeab Davis	Peers
10. Suzanne Wilson	Peers

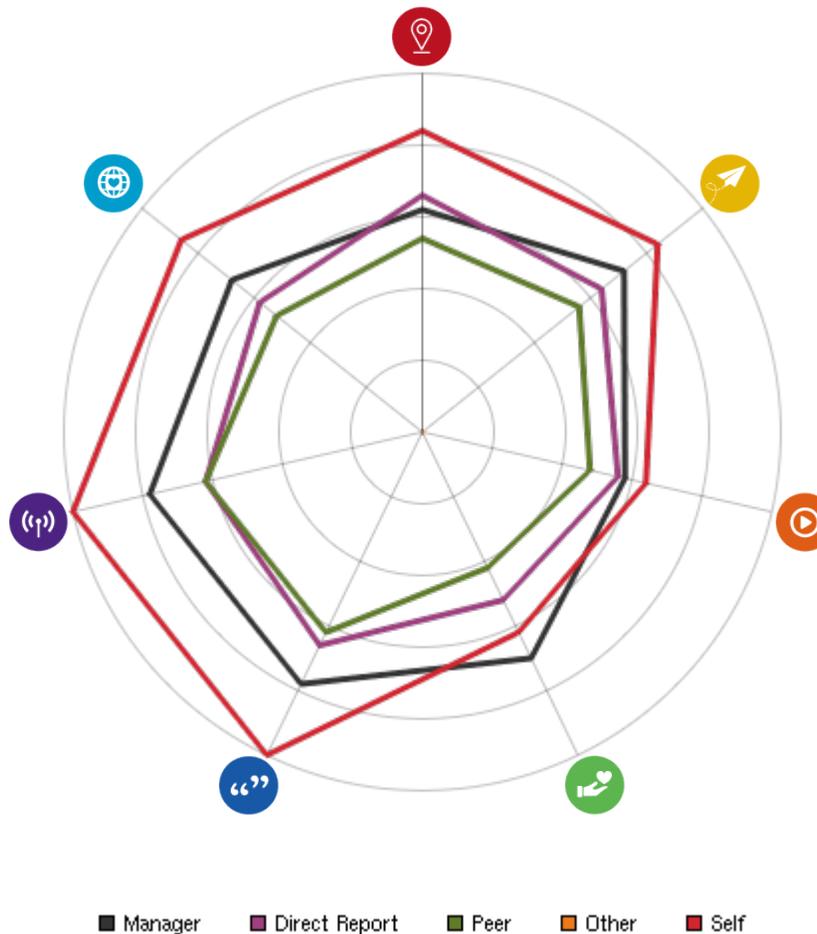
The radar chart shows scores for each rating group across each of the seven dimensions. Radar charts are useful in easily spotting gaps between rater groups' perceptions (supervising leader, colleagues, direct reports, others) and yourself. Gaps of more than .5 may indicate gaps in your awareness or misperceptions about you in a particular rater group. For instance, it is not unusual for bosses to be harder on you than other respondent types. More favorable scores fall toward the outside of the chart.

There are two ways to measure self-awareness in this report. View the section on self-awareness and consider the following radar chart. If your self scores are more .5 different (about a standard deviation) from other respondent types this connotes another awareness warning. See if you fall in one of these three categories:

- 1) People who rate themselves much higher than other raters overall may even be at risk of derailing in their career.
- 2) People who rate themselves in alignment with all rater types are more likely to have higher self-awareness—often correlated with success/career fast-tracking.
- 3) People who are very tough on themselves and rate themselves much lower than others, may be at risk of seeming like “average” performers. While they may be quite talented, those very tough on themselves may take fewer risks or hold themselves back from new opportunities.

Caution: If you have less than 4 people in certain respondent type, be careful about over interpreting. Rather this would be something to explore with a coach or trusted advisor.

AWARENESS DIMENSIONS YOUR SCORES:



	360°	720°
Self Awareness	3.0	
Creativity	3.1	
Emotional Intelligence	2.7	
Caring & Connection	2.6	
Communication	3.3	
Intuition	3.2	
Higher Good	2.9	
Total:	3.0	

Open-Ended Comments

All respondents are asked to provide open-ended commentary on awareness. The comments shown here are segmented by question and presented exactly as they were entered by the respondent.

What are the defining strengths of this person that have the greatest impact on his or her effectiveness as a leader?

Manager(s)

- Charismatic confident self assured

Peers

- Visionary, Creative, hard-charging, driving towards successful financial results
- Well-educated, hard worker, analytical analysis High energy, willing to connect with anyone, very action-oriented

Direct Reports

- Jane Doe is very creative and develops solutions that take the company to a different level.
- Incredible visionary and thought leader, inventor of novel solutions to common client problems

Self

- I always know the direction. I want my team to always strive for success. It's true that I have high standards and I'm not always willing to back down. I think people grow the most when they are challenged. We can get them excited if I am enthusiastic about the mission. They should be a little afraid to fail. Our failure is often the result of what's between our ears. We have a job to do. As professionals they need to know that every person has to have an ROI, if not, there's someone else waiting for your job.

How can this person be more effective?

Manager(s)

- Self awareness, understanding how his style impacts others

Peers

- This leader has the opportunity to become more self-aware, in order to become more adaptive and intuitive towards others. Further, this leader has the opportunity to open up, in an effort to gain consensus and improve overall engagement. This leader also has the opportunity to lead a culture of coaching and mentoring and support the development of all employees as well as begin to embrace diverse thoughts and ideas, which could very well become a competitive advantage in the market.
- educate themselves on team leadership changes that she could make (not just bringing in outside resources) and build greater self-awareness. Spend time with

each team member seeking to truly understand their perspective and what their motivations/values are. Hold staff members accountable and follow up regularly.

Direct Reports

- Jane Doe does not take time to meet with me one one one. Ever. I have reported to her for almost five years and we almost never meet outside of my performance reviews twice a year.
- Focus greater energy on setting others up to succeed

Self

- I need get better at finding people who are as passionate and committed to the company as I am. Sometimes I may need to slow down so others can keep up.

What one piece of advice would you offer to this person to enhance their overall impact as a leader?

Manager(s)

- Slow down and ask questions, listen carefully allow others to influence you

Peers

- To consider their higher purpose in life, and then develop self aligned to that purpose, in the spirit of creating a fuller and happier life.
- Share more of themselves and be honest with what motivates them. Participate in staff recognition and small moments that drive connections. Take time to an honest discussion with team members about how to achieve goals of department. Advocate for and include team members to help give them air time with senior management.

Direct Reports

- Consider slowing down and taking input from members of our team. We also have a lot of great ideas but rarely get a chance to share them with you.
- Demonstrate greater humility as a leader to foster followership