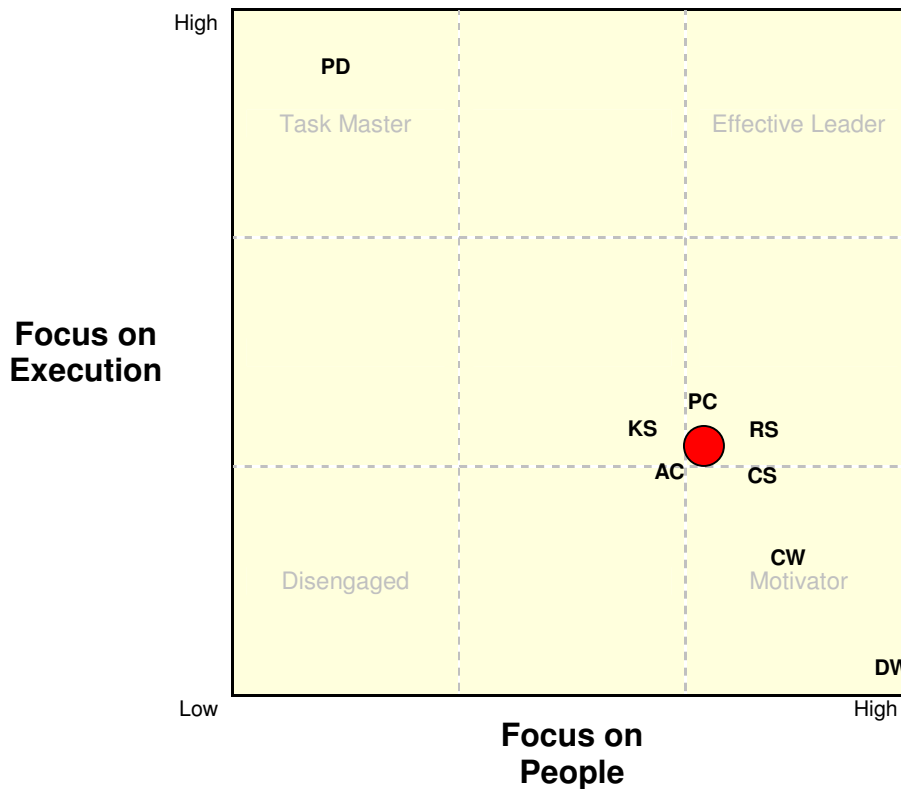


Sample 360 Feedback Group Report

● = Group Average (8 people)
 AB = Group Members by Initials

2-Factor Leadership Profile



Displayed above is a statistically derived overview of the group's leadership style based on the two primary factors of leadership. High scorers on "People" are open communicators who motivate others, set a positive example, and recognize & reward their employees. High scorers on "Execution" focus on achieving results. They hold others accountable, demand excellence, and understand the business. The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.

The following people are included in this report:

- Angela Charles
- Paul Cooper
- Peter Douglas
- Chris Williams
- Karl Simpson
- Doug Wall
- Rebecca Smith
- Carla Strong

Overall Category Scores

■ = Manager(s) (12 responded)
■ = Peers (61 responded)
■ = Reports (64 responded)
■ = Self

	Poor	Outstanding	average score	percentile
Knowledge/Strategic			3.9	58
Managers			3.3	7
Peer/Others			4	68
Direct Reports			4.3	89
Self			4	na
Character			4.1	73
Managers			3.8	37
Peer/Others			4.2	77
Direct Reports			4.3	84
Self			4.3	na
Interpersonal			4	79
Managers			3.5	29
Peer/Others			4.2	89
Direct Reports			4.1	84
Self			4.2	na
Innovation/Change			4	67
Managers			3.4	8
Peer/Others			4	72
Direct Reports			4.1	82
Self			4.2	na
Building Talent			4	84
Managers			3.5	39
Peer/Others			4	87
Direct Reports			4.1	88
Self			3.6	na
Leadership/Motivation			4	70
Managers			3.5	22
Peer/Others			4	74
Direct Reports			4.1	78
Self			3.7	na
Execution			4	77
Managers			3.5	22
Peer/Others			4.3	93
Direct Reports			4.2	86
Self			3.8	na

Top Skills

Highest rated items for the group

	Poor	Outstanding	average score	percentile
Character – Sincere and straightforward			4.3	83
Leadership/Motivation – Tolerates honest mistakes as learning experiences			4.3	82
Character – Can be trusted with sensitive information			4.2	59
Execution – Coordinates work effectively among staff			4.2	86
Interpersonal – Gives personal attention; is accessible			4.2	77
Character – Respected by others			4.2	84
Leadership/Motivation – Manages costs without alienating work force			4.2	84
Character – Serves others; avoids selfishness			4.2	78
Execution – Focuses on important tasks			4.2	88
Building Talent – Judges the capabilities of people accurately			4.2	95
Leadership/Motivation – Helps staff define clear objectives			4.2	86
Character – Avoids negative politicking and hidden agendas			4.2	81
Execution – Strongly results-oriented			4.2	71
Execution – Develops and tracks performance measures			4.2	89
Character – Avoids bias in attitude or treatment of people			4.2	85
Leadership/Motivation – Recognizes employee contributions and ideas			4.1	78
Leadership/Motivation – Delegates authority; encourages independence			4.1	71
Execution – Establishes procedures when necessary			4.1	81
Character – Patient when necessary			4.1	81
Execution – Develops and implements effective cost controls			4.1	76

Top Development Needs

Lowest rated items for the group

	Poor	Outstanding	average score	percentile
Leadership/Motivation – Generates urgency in others			3.6	41
Leadership/Motivation – Effectively persuades others in order to build commitment for ideas			3.7	54
Leadership/Motivation – Helps people develop passion for their work			3.7	59
Leadership/Motivation – Communicates an inspiring vision			3.7	65
Knowledge/Strategic – Understands budgets and financials			3.7	43
Interpersonal – Resolves conflicts among team members			3.8	76
Innovation/Change – Leads and facilitates process improvement			3.8	41
Execution – Continually simplifies; doesn't overcomplicate			3.8	61
Knowledge/Strategic – Has a good business mind; thinks broadly			3.8	48
Leadership/Motivation – Makes a compelling case for his/her point of view			3.8	50
Leadership/Motivation – Conducts effective meetings			3.8	61
Leadership/Motivation – Sets clear deadlines			3.8	47
Building Talent – Provides cross-training and job rotations			3.8	74
Execution – Timely with meetings and appointments			3.9	54
Knowledge/Strategic – Takes a broad, strategic approach to problem solving and decision making			3.9	68
Execution – Promptly responds to phone calls and requests			3.9	50
Building Talent – Gives me enough feedback			3.9	71
Knowledge/Strategic – Understands the technical side of the business			3.9	49
Innovation/Change – Is not afraid to take risks			3.9	50
Execution – Takes action with non-performers			3.9	79

Individuals' Category Scores

	Poor	Outstanding	average score	percentile
Knowledge/Strategic				
Doug Wall			4.2	84
Peter Douglas			4.2	81
Angela Charles			4.1	77
Chris Williams			4	69
Paul Cooper			3.8	48
Karl Simpson			3.8	42
Rebecca Smith			3.7	39
Carla Strong			3.1	2
Character				
Doug Wall			4.6	97
Carla Strong			4.4	92
Chris Williams			4.3	86
Rebecca Smith			4.3	83
Karl Simpson			4.1	73
Angela Charles			4.1	65
Paul Cooper			3.9	48
Peter Douglas			3.4	11
Interpersonal				
Doug Wall			4.6	99
Carla Strong			4.4	97
Angela Charles			4.2	90
Karl Simpson			4.1	84
Chris Williams			4.1	83
Rebecca Smith			4.1	83
Paul Cooper			3.8	59
Peter Douglas			2.9	1

(additional categories omitted)