

Foundational Business Leader Assessment

Sample Participant

02/15/22





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	2	2	100%
Direct Report	2	2	100%
Other	2	2	100%
Total	8	8	100%

The following individuals were invited to participate:

Self

Sample Participant

Supervisor

• Supervisor 1

Peer

- Peer 1
- Peer 2

<u>____</u>

- Direct ReportDirect Report 1
- Direct Report 2

Other

- Other 1
- Other 2



RADAR PLOT

The radar plot shows your competency scores by rater group compared against each other graph for easy comparison. Competencies are shown as points on the graph with the distance from the center showing the score for that competency. The scores for each rater group are linked by a line and color coded.







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 Foundational Business Leader Norm

	1	2	3	4	5	6	5 7
Overall	4.8						
Professional Expertise	4.7						
Results Orientation	4.7						
Empowerment	4.7						
Accountability	4.7						
Customer Focus	5.1						
Organizational Alignment	4.6						
Change Management	4.8						
Collaboration	4.8						
Innovation	4.7						
Wellness	5.0						
Interpersonal Communication	4.7						
Developing Others	5.0						
Psychological Safety	4.5						
Engaging Leadership	4.9						

BEHAVIORAL ITEM SCALE KEY

- 1: Very Poor 2: Poor 3: Fair 4: Average 5: Good 6: Excellent
- 7: Outstanding



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
19. Consistently advocates for superior quality. Customer Focus	7.0	5.1	5.4
 4. Demonstrates a clear understanding of the factors that impact our organization's success. Professional Expertise 	5.0	5.3	5.3
39. Maintains composure, even in stressful situations. Wellness	6.0	5.1	5.3
45. Provides challenging assignments and opportunities for others to grow. Developing Others	6.0	5.1	5.3
5. Maintains focus and commitment despite challenges or setbacks. Results Orientation	6.0	5.0	5.1

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
51. Treats people with dignity, fairness, and respect. Psychological Safety	6.0	4.0	4.3
29. Demonstrates appreciation for the unique differences and perspectives of others. Collaboration	4.0	4.3	4.3
 Demonstrates an awareness of his/her strengths and areas for professional improvement. Professional Expertise 	6.0	4.0	4.3
35. Turns ideas into innovative solutions. Innovation	6.0	4.1	4.4
23. Inspires in others a sense of purpose for the work we do. Organizational Alignment	6.0	4.1	4.4



PROFESSIONAL EXPERTISE

4.7	5.5	4.6
AVERAGE	SELF	ALL
		OTHERS

	1	2	3	4	5	6	7
Self	5.5						GAP
Supervisor	5.3						-0.2
Peer	6.5						+1.0
Direct Report	2.4						-3.1
Other	4.5						-1.0
1. Demonstrates an awarene	ess of his/h	er strength	s and areas f	or professio	nal improver	5.7 ment.	4.3
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)							-5.0
Other (2/2)	4.0						-2.0
2. Is respected as a skilled a	nd knowled	dgeable per	son in his/he	er area of res	ponsibility.	5.5	4.6
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	6.0						+1.0
Direct Report (2/2)	2.0						-3.0
Other (2/2)	5.0						0.0
3. Shows good judgment w	hen making	g decisions.				5.9	4.6
Self (1/1)	6.0						GAP
Supervisor (1/1)	4.0						-2.0
Peer (2/2)	6.5				1		+0.5
Direct Report (2/2)	3.0						-3.0
Other (2/2)	4.0						-2.0
4. Demonstrates a clear une	derstanding	g of the fact	tors that imp	act our orga	nization's su	5.6 ccess.	5.3
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	7.0						+2.0
Direct Report (2/2)	3.5						-1.5
Other (2/2)	5.0						0.0
						5.7	

RESULTS ORIENTATION

4.7	6.0	4.5
AVERAGE	SELF	ALL
		OTHERS

	1	2	3	4	5	6 7	
Self	6.0						GAP
Supervisor	5.0						-1.0
Peer	6.9						+0.9
Direct Report	2.5						-3.5
Other	4.0						-2.0
5. Maintains focus and comr	nitment des	spite challeng	es or setback	(S.	5.0	6	5.1
Self (1/1)	6.0						GAP
Supervisor (1/1)	6.0						0.0
Peer (2/2)	7.0						+1.0
Direct Report (2/2)	4.0						-2.0
Other (2/2)	3.5						-2.5
6. Breaks down larger projec	ts into mana	ageable tasks.			5	5.7	4.9
Self (1/1)	7.0						GAP
Supervisor (1/1)	5.0						-2.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	3.0						-4.0
Other (2/2)	4.0						-3.0
7. Delivers solid results, ever	in challeng	ing situations			5.5		4.4
Self (1/1)	6.0						GAP
Supervisor (1/1)	4.0						-2.0
Peer (2/2)	7.0						+1.0
Direct Report (2/2)	2.0						-4.0
Other (2/2)	3.5						-2.5
8. Sets high performance sta	Indards for I	his/her team.			5.0	6	4.5
Self (1/1)	5.0						GAP
Supervisor (1/1)	5.0						0.0
Peer (2/2)	7.0						+2.0
Direct Report (2/2)							-4.0
Other (2/2)	5.0						0.0
					5	5.7	

4.7

5.5

4.6

EMPOWERMENT

	AVERAGE	SELF	ALL
			OTHERS
 DecisionWise Foundation 	onal Busir	ness Lead	der Norm

	1	2	3	4	5	6	7
Self	5.5						GAP
Supervisor	5.0						-0.5
Peer	6.3						+0.8
Direct Report	3.1						-2.4
Other	4.3						-1.2
9. Seeks input of team mem	nbers wher	n making ir	nportant dec	isions.	!	5.4	4.8
Self (1/1)	6.0						GAP
Supervisor (1/1)	6.0						0.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	2.0						-4.0
Other (2/2)	4.5						-1.5
10. Effectively delegates bot	th routine a	and critical	tasks or resp	onsibilities.	!	5.4	4.5
Self (1/1)	5.0						GAP
Supervisor (1/1)	5.0						0.0
Peer (2/2)	6.0						+1.0
Direct Report (2/2)	3.0						-2.0
Other (2/2)	4.0						-1.0
11. Empowers others with th	e resource	s and auth	ority they ne	ed to succeed	5. J.	3	4.9
Self (1/1)	5.0						GAP
Supervisor (1/1)	4.0						-1.0
Peer (2/2)	6.0						+1.0
Direct Report (2/2)	4.0						-1.0
Other (2/2)	5.0						0.0
12. Trusts team members to	perform t	heir jobs w	ell.		!	5.4	4.8
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	3.5						-2.5
Other (2/2)	3.5						-2.5
						5.5	



Self

Peer

Supervisor

Direct Report

5.5

SELF

4.6

ALL OTHERS

5.0

4.6

4.6

4.5

4.7

AVERAGE

ACCOUNTABILITY

		— Decis	ionWise Four	ndational Busir	ness Leader Norm
2	3	4	5	6	7
					GAP
					-0.5
					+1.3
					-3.2
					-1.0

5.4

Other 13. Takes responsibility for his/her own actions.

Self (1/1)	5.0		GAP
Supervisor (1/1)	6.0		+1.0
Peer (2/2)	6.5		+1.5
Direct Report (2/2)	3.0		-2.0
Other (2/2)	5.0		0.0
		5.7	

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

Self (1/1)	6.0		GAP
Supervisor (1/1)	5.0		-1.0
Peer (2/2)	7.0		+1.0
Direct Report (2/2)	2.0		-4.0
Other (2/2)	4.0		-2.0
		5.3	

15. Recognizes and rewards people for excellent performance.

1

5.5

5.0

6.8

2.3

4.5

Self (1/1)	5.0		GAP
Supervisor (1/1)	4.0		-1.0
Peer (2/2)	7.0		+2.0
Direct Report (2/2)	1.5		-3.5
Other (2/2)	5.5		+0.5
		5.5	

16. Takes timely corrective action for poor performance.

Self (1/1)	6.0		GAP
Supervisor (1/1)	5.0		-1.0
Peer (2/2)	6.5		+0.5
Direct Report (2/2)	2.5		-3.5
Other (2/2)	3.5		-2.5
		5.2	

CUSTOMER FOCUS

AVERAGE	SELF	ALL OTHERS
5.1	6.0	5.0

	1	2	3	4	5	6	7
Self	6.0						GAP
Supervisor	5.3						-0.7
Peer	6.6						+0.6
Direct Report	3.5						-2.5
Other	4.6						-1.4
17. Builds and maintains exc	ellent rela	tionships w	vith internal/ex	kternal cust	omers.	5.8	4.9
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	6.5						+1.5
Direct Report (2/2)	3.0						-2.0
Other (2/2)	4.5						-0.5
18. Finds solutions with even	n the mos	t demandir	ng customers.			5.7	5.0
Self (1/1)	6.0						GAP
Supervisor (1/1)	6.0						0.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	3.5						-2.5
Other (2/2)	4.0						-2.0
19. Consistently advocates f	or superio	r quality.				5.7	5.4
Self (1/1)	7.0						GAP
Supervisor (1/1)	5.0						-2.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	4.0						-3.0
Other (2/2)	5.0						-2.0
20. Sets high standards of e	excellence	for serving	customers.			5.8	5.1
Self (1/1)	6.0						GAP
Supervisor (1/1)	4.0						-2.0
Peer (2/2)	7.0						+1.0
Direct Report (2/2)	3.5						-2.5
Other (2/2)	5.0						-1.0
						5.8	



ORGANIZATIONAL ALIGNMENT

4.6	6.3	4.4
AVERAGE	SELF	ALL
		OTHERS

	1	2	3	4	5	6 7	
Self	6.3						GAP
Supervisor	4.5						-1.8
Peer	6.5						+0.2
Direct Report	2.0						-4.3
Other	4.5						-1.8
21. Makes decisions that refle	ect a clear und	lerstanding o	of what we do	o in our orga	5.5 nization.		5.0
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	2.5						-3.5
Other (2/2)	5.5						-0.5
22. Aligns his/her team with	the organizati	on's prioritie	S.		5.6		4.5
Self (1/1)	7.0						GAP
Supervisor (1/1)	4.0						-3.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	1.5						-5.5
Other (2/2)	4.5						-2.5
23. Inspires in others a sense	of purpose fo	or the work w	ve do.		5.6		4.4
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	1.5						-4.5
Other (2/2)	4.0						-2.0
24. Helps others see how the	eir work impac	ts the succe	ss of the org	anization.	5.4		4.5
Self (1/1)	6.0						GAP
Supervisor (1/1)	4.0						-2.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	2.5						-3.5
Other (2/2)	4.0						-2.0
					5.4		

CHANGE MANAGEMENT

4.8 6.8 4.6	4.0
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OTHERS

	1	2	3	4	5	6	7
Self	6.8						GAP
Supervisor	4.8						-2.0
Peer	6.5						-0.3
Direct Report	3.1						-3.7
Other	4.0						-2.8
25. Accepts changes and ada	pts to new s	situations ar	nd responsib	ilities.	5.4		4.9
Self (1/1)	7.0						GAP
Supervisor (1/1)	5.0						-2.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	3.5						-3.5
Other (2/2)	3.5						-3.5
26. Adjusts priorities in order	to address o	changing sit	uations and	conditions.	5.	5	5.1
Self (1/1)	7.0						GAP
Supervisor (1/1)	5.0						-2.0
Peer (2/2)	7.0						0.0
Direct Report (2/2)	4.0						-3.0
Other (2/2)	3.5						-3.5
27. Effectively implements cl	nange.				5.	5	4.8
Self (1/1)	7.0						GAP
Supervisor (1/1)	4.0						-3.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	3.0						-4.0
Other (2/2)	4.0						-3.0
28. Establishes an environme	ent in which	others emb	orace change	2.	5.4		4.6
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.0						0.0
Direct Report (2/2)	2.0						-4.0
Other (2/2)	5.0						-1.0
					5.3		



COLLABORATION

— DecisionWise Foundational E	Business Leader Norm

	1	2	3	4	5	6	7
Self	4.5						GAP
Supervisor	6.5						+2.0
Peer	6.6						+2.1
Direct Report	2.4						-2.1
Other	4.6						+0.1
29. Demonstrates apprecia	ation for the ur	nique differ	rences and	perspectives	of others.	5.5	4.3
Self (1/1)	4.0						GAP
Supervisor (1/1)	7.0						+3.0
Peer (2/2)	6.5						+2.5
Direct Report (2/2)							-3.0
Other (2/2)	4.0						0.0
30. Builds and maintains s	trong working	relationshi	ps with oth	ers.	!	5.5	4.9
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	7.0						+2.0
Direct Report (2/2)	2.0						-3.0
Other (2/2)	5.0						0.0
31. Works effectively with i	ndividuals at a	ll levels of	the organiz	ation.		5.6	5.0
Self (1/1)	4.0						GAP
Supervisor (1/1)	7.0						+3.0
Peer (2/2)	7.0						+3.0
Direct Report (2/2)	3.0						-1.0
Other (2/2)	4.5						+0.5
32. Facilitates teamwork ar	nd communica	tion across	s functions,	divisions, an	d/or depart	5.6 ments.	5.0
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	6.0						+1.0
Direct Report (2/2)	3.5						-1.5
Other (2/2)	5.0						0.0
					5.	4	



6.0

SELF

4.5

ALL OTHERS

4.7

AVERAGE

INNOVATION

 DecisionWise 	Foundational	Business	Leader Norm

	1	2	3	4	5	67	
Self	6.0						GAP
Supervisor	5.0						-1.0
Peer	6.6						+0.6
Direct Report	2.3						-3.7
Other	4.4						-1.6
33. Identifies innovative solut	ions throug	gh "out-of-th	e-box" thinki	ng.	5.4		5.1
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	7.0						+1.0
Direct Report (2/2)	3.5						-2.5
Other (2/2)	4.5						-1.5
34. Exercises good judgment	about whic	h creative ide	eas and sugge	estions will wo	5.4 ork.		4.6
Self (1/1)	7.0						GAP
Supervisor (1/1)	4.0						-3.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	2.5						-4.5
Other (2/2)	4.0						-3.0
35. Turns ideas into innovativ	e solutions.				5.5		4.4
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	1.5						-4.5
Other (2/2)	4.0						-2.0
36. Creates an environment t	hat encoura	ages innovat	ion, risk takin	g, and challen	5.3 ge.		4.6
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	6.5						+1.5
Direct Report (2/2)	1.5						-3.5
Other (2/2)	5.0						0.0
					5.3		

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5.5

SELF

4.9

ALL OTHERS

5.0

AVERAGE

- DecisionWise Foundational Business Leader Norm

WELLNESS

	1 2	3	4	5	6	7
Self	5.5					GAP
Supervisor	5.0					-0.5
Peer	6.8					+1.3
Direct Report	3.3					-2.2
Other	4.8					-0.7
37. Maintains an effective b	alance between w		onal life.	5.5		4.8
Self (1/1)	6.0		Δ			GAP
Supervisor (1/1)	5.0					-1.0
Peer (2/2)	6.5					+0.5
Direct Report (2/2)	2.5					-3.5
Other (2/2)	4.5					-1.5
38. Invests in his/her persor	nal well-being.			5.2		4.9
Self (1/1)	5.0					GAP
Supervisor (1/1)	4.0					-1.0
Peer (2/2)	7.0					+2.0
Direct Report (2/2)	3.0					-2.0
Other (2/2)	5.0					0.0
39. Maintains composure, e	even in stressful sit	uations.		5.4		5.3
Self (1/1)	6.0					GAP
Supervisor (1/1)	5.0					-1.0
Peer (2/2)	6.5					+0.5
Direct Report (2/2)	4.0					-2.0
Other (2/2)	5.0					-1.0
40. Encourages the health a	and well-being of	others.		5.5		5.1
Self (1/1)	5.0					GAP
Supervisor (1/1)	6.0					+1.0
Peer (2/2)	7.0					+2.0
Direct Report (2/2)	3.5					-1.5
Other (2/2)	4.5					-0.5
					5.7	

INTERPERSONAL COMMUNICATION

4.7	6.0	4.5
AVERAGE	SELF	ALL
		OTHERS

	1	2	3	4 5	6	7
Self	6.0					GAP
Supervisor	5.0					-1.0
Peer	6.6					+0.6
Direct Report	2.3					-3.7
Other	4.3					-1.7
41. Establishes effective two-	way comm	unication with	others.		5.4	4.9
Self (1/1)	6.0					GAP
Supervisor (1/1)	5.0					-1.0
Peer (2/2)	7.0					+1.0
Direct Report (2/2)	2.5					-3.5
Other (2/2)	4.5					-1.5
42. Shares information in a cl	ear and cor	ncise manner.			5.4	4.6
Self (1/1)	7.0					GAP
Supervisor (1/1)	4.0					-3.0
Peer (2/2)	7.0					0.0
Direct Report (2/2)	2.0					-5.0
Other (2/2)	4.0					-3.0
43. Is open to feedback with	out becomir	ng defensive.			5.4	4.6
Self (1/1)	6.0					GAP
Supervisor (1/1)	5.0					-1.0
Peer (2/2)	6.5					+0.5
Direct Report (2/2)	2.0					-4.0
Other (2/2)	4.5					-1.5
44. Shows an understanding	of how othe	ers feel.			5.4	4.5
Self (1/1)	5.0					GAP
Supervisor (1/1)	6.0					+1.0
Peer (2/2)	6.0					+1.0
Direct Report (2/2)	2.5					-2.5
Other (2/2)	4.0					-1.0
					5.4	



DEVELOPING OTHERS

5.0	6.0	4.8
AVERAGE	VERAGE SELF	
		OTHERS

	1	2	3	4	5	6	7
Self	6.0						GAP
Supervisor	5.0						-1.0
Peer	6.6						+0.6
Direct Report	3.5						-2.5
Other	4.3						-1.7
45. Provides challenging a	assignments a	nd opport	tunities for o	thers to grow	5.3 V.		5.3
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	7.0						+1.0
Direct Report (2/2)	3.5						-2.5
Other (2/2)	5.0						-1.0
46. Takes the time to coad	ch, mentor, ar	nd support	t others.		5.4		5.0
Self (1/1)	7.0						GAP
Supervisor (1/1)	4.0						-3.0
Peer (2/2)	6.0						-1.0
Direct Report (2/2)	4.0						-3.0
Other (2/2)	4.5						-2.5
47. Holds frequent conver	rsations with t	eam men	nbers about 1	their develop	5.3 oment.		4.6
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	3.5						-2.5
Other (2/2)	3.0						-3.0
48. Prepares others to tak	e on more res	sponsibilit	у.		5.2		5.0
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	7.0						+2.0
Direct Report (2/2)	3.0						-2.0
Other (2/2)	4.5						-0.5
					5.3		



PSYCHOLOGICAL SAFETY

4.5	6.0	4.3
AVERAGE	SELF	ALL
		OTHERS

	1	2	3	4	5	6	7
Self	6.0						GAP
Supervisor	4.8						-1.2
Peer	6.4						+0.4
Direct Report	1.9						-4.1
Other	4.3						-1.7
49. I can trust this person to	represent i	my interes	ts, when I an	n not around.	5.	6	4.6
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	2.0						-4.0
Other (2/2)	4.5						-1.5
50. Demonstrates an aware	ness of how	v his/her b	ehavior affeo	ts others.	5.0	6	4.5
Self (1/1)	7.0						GAP
Supervisor (1/1)	5.0						-2.0
Peer (2/2)	6.5						-0.5
Direct Report (2/2)	1.5						-5.5
Other (2/2)	4.0						-3.0
51. Treats people with dignit	y, fairness, a	and respec	:t.		5.4		4.3
Self (1/1)	6.0						GAP
Supervisor (1/1)	4.0						-2.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	1.5						-4.5
Other (2/2)	4.0						-2.0
52. Promotes a culture when	re all team r	members f	eel safe to e	xpress their id	eas.	5.8	4.5
Self (1/1)	5.0						GAP
Supervisor (1/1)	5.0						0.0
Peer (2/2)	6.0						+1.0
Direct Report (2/2)	2.5						-2.5
Other (2/2)	4.5						-0.5
					5.0	6	

4.9

5.5

4.8

ENGAGING LEADERSHIP

	AVERAGE	SELF	ALL OTHERS
— DecisionWise Foundatio	onal Busir	iess Lead	der Norm

	1	2	3	4	5	6	7
Self	5.5						GAP
Supervisor	5.0					-	-0.5
Peer	6.8						+1.3
Direct Report	3.0						-2.5
Other	4.5						-1.0
53. Shows excitement for ar	nd engagerr	nent in the	work that he	e/she does.		5.6	5.0
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	7.0						+1.0
Direct Report (2/2)	3.5						-2.5
Other (2/2)	4.0						-2.0
54. Fosters energy, enthusia	sm, and cor	mmitment	in others.			5.7	4.8
Self (1/1)	5.0						GAP
Supervisor (1/1)	4.0						-1.0
Peer (2/2)	6.5						+1.5
Direct Report (2/2)	3.0						-2.0
Other (2/2)	5.0						0.0
55. Sets a good example of	the behavic	or he/she as	sks for.			5.5	5.0
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	3.0						-3.0
Other (2/2)	5.0						-1.0
56. Creates an environment	in which ot	hers choos	e to do thei	best.		5.6	4.8
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	7.0						+2.0
Direct Report (2/2)	2.5						-2.5
Other (2/2)	4.0						-1.0
						5.5	



Overall

Lacks Focus

Disengaged Not Trusted

Volatile

Exclusive Arrogant

Micromanages

Lacks Confidence Unapproachable

Closed-Minded Eager to Please Perfectionist

Not a Team Player

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 Foundational Business Leader Norm

1	2	:	3 4	4 !
2.0				
2.1				
2.1				
1.9				
1.9				
2.1				
2.5				
1.6				
1.6				
2.3				
2.1				
2.1				
2.4				
1.9				
1.9				

DERAILER ITEM SCALE KEY 1: None

2: Very Little 3: Some

Stagnant

- 4: Quite a Bit
- 5: A Great Deal



DERAILERS

Sample Participant

Derailers

- DecisionWise Foundational Business Leader Norm

	1	2	3	4	5
Self	1.1				GAP
Supervisor	1.6				+0.5
Peer	1.1				+0.0
Direct Report	4.0				+2.9
Other	1.7				+0.6

57. Lacks Focus: Easily distracted; wastes time; fails to get critical things done.

Self (1/1)	1.0			GAP
Supervisor (1/1)	1.0			0.0
Peer (2/2)	1.0			0.0
Direct Report (2/2)	5.0			+4.0
Other (2/2)	1.5			+0.5
		17		

1.7 58. Not a Team Player: Places personal agenda before the good of the team.

Self (1/1)	1.0		GAP
Supervisor (1/1)	2.0		+1.0
Peer (2/2)	1.5		+0.5
Direct Report (2/2)	4.0		+3.0
Other (2/2)	1.5		+0.5
	15		

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

1.0				GAP
1.0				0.0
1.5				+0.5
3.0				+2.0
2.0				+1.0
	1.5 3.0	1.5 3.0 2.0	1.5 3.0 2.0	1.5

60. Not Trusted: Violates, compromises, or fails to gain the trust of others.

Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (2/2)	1.5	+0.5
Direct Report (2/2)	4.0	+3.0
Other (2/2)	1.0	0.0

61. Micromanages: Overly controlling; does not empower others.

Self (1/1)	1.0			GAP
Supervisor (1/1)	1.0			0.0
Peer (2/2)	1.0			0.0
Direct Report (2/2)	4.5			+3.5
Other (2/2)	2.0			+1.0
		1.7		

62. Volatile: Loses temper or patience quickly; irritable or lacks composure.

Self (1/1)	1.0		GAP
Supervisor (1/1)	2.0		+1.0
Peer (2/2)	1.5		+0.5
Direct Report (2/2)	4.0		+3.0
Other (2/2)	3.0		+2.0
		1.5	

63. Lacks Confidence: Overly concerned with making mistakes; indecisive.

Self (1/1)	1.0			GAP
Supervisor (1/1)	1.0			0.0
Peer (2/2)	1.0			0.0
Direct Report (2/2)	3.0			+2.0
Other (2/2)	1.5			+0.5

64. Unapproachable: Distant or isolated; fails to build effective relationships.

Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (2/2)	1.0	0.0
Direct Report (2/2)	3.5	+2.5
Other (2/2)	1.0	0.0

65. Exclusive: Excludes others; fails to treat others fairly; shows favoritism.

Self (1/1)	1.0			GAP
Supervisor (1/1)	1.0			0.0
Peer (2/2)	1.0			0.0
Direct Report (2/2)	4.5			+3.5
Other (2/2)	2.5			+1.5

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

Self (1/1)	1.0		GAP
Supervisor (1/1)	2.0		+1.0
Peer (2/2)	1.0		0.0
Direct Report (2/2)	4.0		+3.0
Other (2/2)	2.0		+1.0
		1 /	

67. Closed-Minded: Not open to critical feedback or new ideas; unwilling to consider other viewpoints.

Self (1/1)	1.0		GAP
Supervisor (1/1)	3.0		+2.0
Peer (2/2)	1.0		0.0
Direct Report (2/2)	4.0		+3.0
Other (2/2)	1.5		+0.5
		15	

68. Eager to Please: Overly concerned with being accepted and liked; defers to others' opinions.

Self (1/1)	2.0	GAP
Supervisor (1/1)	4.0	+2.0
Peer (2/2)	1.0	-1.0
Direct Report (2/2)	4.0	+2.0
Other (2/2)	1.5	-0.5
	1.6	



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

Self (1/1)	1.0			GAP
Supervisor (1/1)	1.0			0.0
Peer (2/2)	1.0			0.0
Direct Report (2/2)	4.0			+3.0
Other (2/2)	1.5			+0.5
		17		

1.7 70. Stagnant: Avoids opportunities for professional or personal growth and learning.

Self (1/1)	1.0		GAP
Supervisor (1/1)	1.0		0.0
Peer (2/2)	1.0		0.0
Direct Report (2/2)	4.0		+3.0
Other (2/2)	1.5		+0.5
	1.4		



COMMENTS

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

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

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Nori grape silver beet broccoli kombu beet greens fava bean potato quandong celery. Bunya nuts black-eyed pea prairie turnip leek lentil turnip greens parsnip. Sea lettuce lettuce water chestnut eggplant winter purslane fennel azuki bean earthnut pea sierra leone bologi leek soko chicory celtuce parsley jícama salsify.

Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of Letraset sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum.

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Describe this person's greatest strengths as a leader.

Cheese on toast airedale the big cheese. Danish fontina cheesy grin airedale danish fontina taleggio the big cheese macaroni cheese port-salut. Edam fromage lancashire feta caerphilly everyone loves chalk and cheese brie. Red leicester parmesan cheese and biscuits cheesy feet blue castello cheesecake fromage frais smelly cheese.

Bro ipsum dolor sit amet gaper backside single track, manny Bike epic clipless. Schraeder drop gondy, rail fatty slash gear jammer steeps clipless rip bowl couloir bomb hole berm. Huck cruiser crank endo, sucker hole piste ripping ACL huck greasy flow face plant pinner. Japan air Skate park big ring trucks shuttle stoked rock-ectomy.

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Lorem Ipsum is simply dummy text of the printing and typesetting industry.

Baseball ipsum dolor sit amet cellar rubber win hack tossed. Slugging catcher slide bench league, left fielder nubber. Bullpen blue run rotation relief pitcher grass umpire. Forkball bullpen suicide squeeze club bush league field sport. Base cookie triple play blue hot dog relay rake starting pitcher inning.

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Satoshi Nakamoto launched lots of decentralisation when Litecoin required many decentralised application, for Augur limited some public key behind lots of multi signature. Blockchain thought some robust smart contract in a algorithm! Since OmiseGo bought few double spend, Augur could be many algo-traded vaporware, but Decred data mining few trusted hard fork!



TRENDING

Overall scores from your current assessment are compared to the scores from your prior assessment on: 09/03/21.

BEHAVIORS		4.8 CURRENT	5.7 prior	-0.9 delta
	CURRENT	PRIOR	0	DELTA
PROFESSIONAL EXPERTISE	4.7	5.6		-0.9
1. Demonstrates an awareness of his/her strengths and areas for professional improvement.	4.3	5.5		-1.2
2. Is respected as a skilled and knowledgeable person in his/her area of responsibility.	4.6	5.8		-1.2
3. Shows good judgment when making decisions.	4.6	5.3		-0.7
4. Demonstrates a clear understanding of the factors that impact our organization's success.	5.3	5.8		-0.5

	CURRENT	PRIOR	DELTA
RESULTS ORIENTATION	4.7	5.7	-1.0
5. Maintains focus and commitment despite challenges or setbacks.	5.1	6.3	-1.2
6. Breaks down larger projects into manageable tasks.	4.9	5.5	-0.6
7. Delivers solid results, even in challenging situations.	4.4	5.5	-1.1
8. Sets high performance standards for his/her team.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
EMPOWERMENT	4.7	5.8	-1.1
9. Seeks input of team members when making important decisions.	4.8	6.3	-1.5
10. Effectively delegates both routine and critical tasks or responsibilities.	4.5	5.8	-1.3
11. Empowers others with the resources and authority they need to succeed.	4.9	5.3	-0.4
12. Trusts team members to perform their jobs well.	4.8	5.8	-1.0

	CURRENT	PRIOR	DELTA
ACCOUNTABILITY	4.7	5.7	-1.0
13. Takes responsibility for his/her own actions.	5.0	6.0	-1.0
14. Provides candid feedback to others in a way that facilitates improvement.	4.6	5.5	-0.9
15. Recognizes and rewards people for excellent performance.	4.6	5.8	-1.2
16. Takes timely corrective action for poor performance.	4.5	5.5	-1.0



	CURRENT	PRIOR	DELTA
CUSTOMER FOCUS	5.1	5.9	-0.8
17. Builds and maintains excellent relationships with internal/external customers.	4.9	6.5	-1.6
18. Finds solutions with even the most demanding customers.	5.0	6.0	-1.0
19. Consistently advocates for superior quality.	5.4	5.5	-0.1
20. Sets high standards of excellence for serving customers.	5.1	5.8	-0.7

	CURRENT	PRIOR	DELTA
ORGANIZATIONAL ALIGNMENT	4.6	5.6	-1.0
21. Makes decisions that reflect a clear understanding of what we do in our organization.	5.0	6.0	-1.0
22. Aligns his/her team with the organization's priorities.	4.5	5.8	-1.3
23. Inspires in others a sense of purpose for the work we do.	4.4	5.3	-0.9
24. Helps others see how their work impacts the success of the organization.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
CHANGE MANAGEMENT	4.8	5.1	-0.3
25. Accepts changes and adapts to new situations and responsibilities.	4.9	5.0	-0.1
26. Adjusts priorities in order to address changing situations and conditions.	5.1	5.3	-0.2
27. Effectively implements change.	4.8	5.3	-0.5
28. Establishes an environment in which others embrace change.	4.6	5.0	-0.4

	CURRENT	PRIOR	DELTA
COLLABORATION	4.8	5.7	-0.9
29. Demonstrates appreciation for the unique differences and perspectives of others.	4.3	6.0	-1.7
30. Builds and maintains strong working relationships with others.	4.9	5.8	-0.9
31. Works effectively with individuals at all levels of the organization.	5.0	5.5	-0.5
32. Facilitates teamwork and communication across functions, divisions, and/or departments.	5.0	5.5	-0.5

	CURRENT	PRIOR	DELTA
INNOVATION	4.7	5.7	-1.0
33. Identifies innovative solutions through "out-of-the-box" thinking.	5.1	6.3	-1.2
34. Exercises good judgment about which creative ideas and suggestions will work.	4.6	5.5	-0.9
35. Turns ideas into innovative solutions.	4.4	5.5	-1.1
36. Creates an environment that encourages innovation, risk taking, and challenge.	4.6	5.5	-0.9



	CURRENT	PRIOR	DELTA
WELLNESS	5.0	5.6	-0.6
37. Maintains an effective balance between work life and personal life.	4.8	5.8	-1.0
38. Invests in his/her personal well-being.	4.9	5.5	-0.6
39. Maintains composure, even in stressful situations.	5.3	5.3	0.0
40. Encourages the health and well-being of others.	5.1	5.8	-0.7

	CURRENT	PRIOR	DELTA
INTERPERSONAL COMMUNICATION	4.7	5.6	-0.9
41. Establishes effective two-way communication with others.	4.9	6.0	-1.1
42. Shares information in a clear and concise manner.	4.6	5.8	-1.2
43. Is open to feedback without becoming defensive.	4.6	5.3	-0.7
44. Shows an understanding of how others feel.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
DEVELOPING OTHERS	5.0	5.7	-0.7
45. Provides challenging assignments and opportunities for others to grow.	5.3	6.0	-0.7
46. Takes the time to coach, mentor, and support others.	5.0	5.8	-0.8
47. Holds frequent conversations with team members about their development.	4.6	5.8	-1.2
48. Prepares others to take on more responsibility.	5.0	5.3	-0.3

	CURRENT	PRIOR	DELTA
PSYCHOLOGICAL SAFETY	4.5	5.7	-1.2
49. I can trust this person to represent my interests, when I am not around.	4.6	5.8	-1.2
50. Demonstrates an awareness of how his/her behavior affects others.	4.5	6.0	-1.5
51. Treats people with dignity, fairness, and respect.	4.3	5.8	-1.5
52. Promotes a culture where all team members feel safe to express their ideas.	4.5	5.3	-0.8

	CURRENT	PRIOR	DELTA
ENGAGING LEADERSHIP	4.9	5.8	-0.9
53. Shows excitement for and engagement in the work that he/she does.	5.0	6.0	-1.0
54. Fosters energy, enthusiasm, and commitment in others.	4.8	6.0	-1.2
55. Sets a good example of the behavior he/she asks for.	5.0	5.8	-0.8
56. Creates an environment in which others choose to do their best.	4.8	5.5	-0.7



DERAILERS

2.0	1.8	0.2
CURRENT	PRIOR	DELTA

	CURRENT	PRIOR	DELTA
57. Lacks Focus: Easily distracted; wastes time; fails to get critical things done.	2.1	1.8	0.3
58. Not a Team Player: Places personal agenda before the good of the team.	2.1	1.3	0.8
59. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."	1.9	1.5	0.4
60. Not Trusted: Violates, compromises, or fails to gain the trust of others.	1.9	2.0	-0.1
61. Micromanages: Overly controlling; does not empower others.	2.1	2.8	-0.7
62. Volatile: Loses temper or patience quickly; irritable or lacks composure.	2.5	2.0	0.5
63. Lacks Confidence: Overly concerned with making mistakes; indecisive.	1.6	1.8	-0.2
64. Unapproachable: Distant or isolated; fails to build effective relationships.	1.6	1.3	0.3
65. Exclusive: Excludes others; fails to treat others fairly; shows favoritism.	2.3	1.3	1.0
66. Arrogant: Egotistical; displays a strong sense of entitlement.	2.1	1.3	0.8
67. Closed-Minded: Not open to critical feedback or new ideas; unwilling to consider other viewpoints.	2.1	1.8	0.3
68. Eager to Please: Overly concerned with being accepted and liked; defers to others' opinions.	2.4	2.8	-0.4
69. Perfectionist: Fails to recognize when something is "good enough;" obsessive.	1.9	2.5	-0.6
70. Stagnant: Avoids opportunities for professional or personal growth and learning.	1.9	2.0	-0.1



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?



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



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