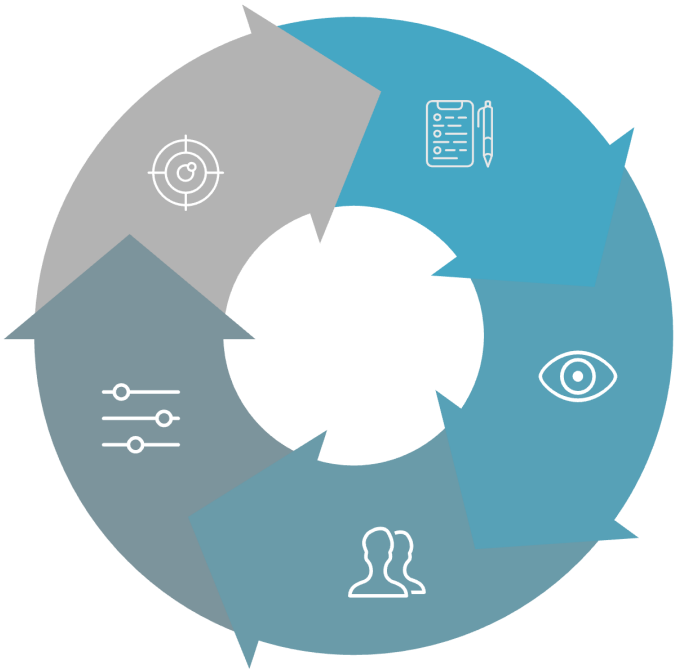
CLEARPOINT360

Sally Severn

May 01, 2026



THE EQ DEVELOPMENT GROUP

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Introduction

Welcome to your ClearPoint360 feedback report!

This detailed report is crafted to give you a well-rounded view of your professional strengths, areas where you can improve, and the overall impact you have on your team and colleagues across the organization. By carefully analyzing the insights provided, you'll be able to pinpoint key areas to prioritize for your ongoing professional development and career advancement. This report serves as a valuable tool to guide your growth, helping enhance your understanding of your leadership approach and potential impact.

Respondent Statistics

This section shows a summary of the # of Raters who were invited to provide input and # of Raters who responded in each Rater Group. Feedback is anonymous.

Rater Group	Completed/Invited	% Complete
CEO	1/1	100%
Senior Team	5/5	100%
Sales Managers	3/3	100%
Support Staff	4/4	100%
Marketing	3/3	100%

Rating Scale and Points

Respondents are asked to answer questions in this instrument on a 0-7 point scale, as shown below.

0 - Not Observed

1 - Never

2 - Rarely

3 - Occasionally

4 - Sometimes

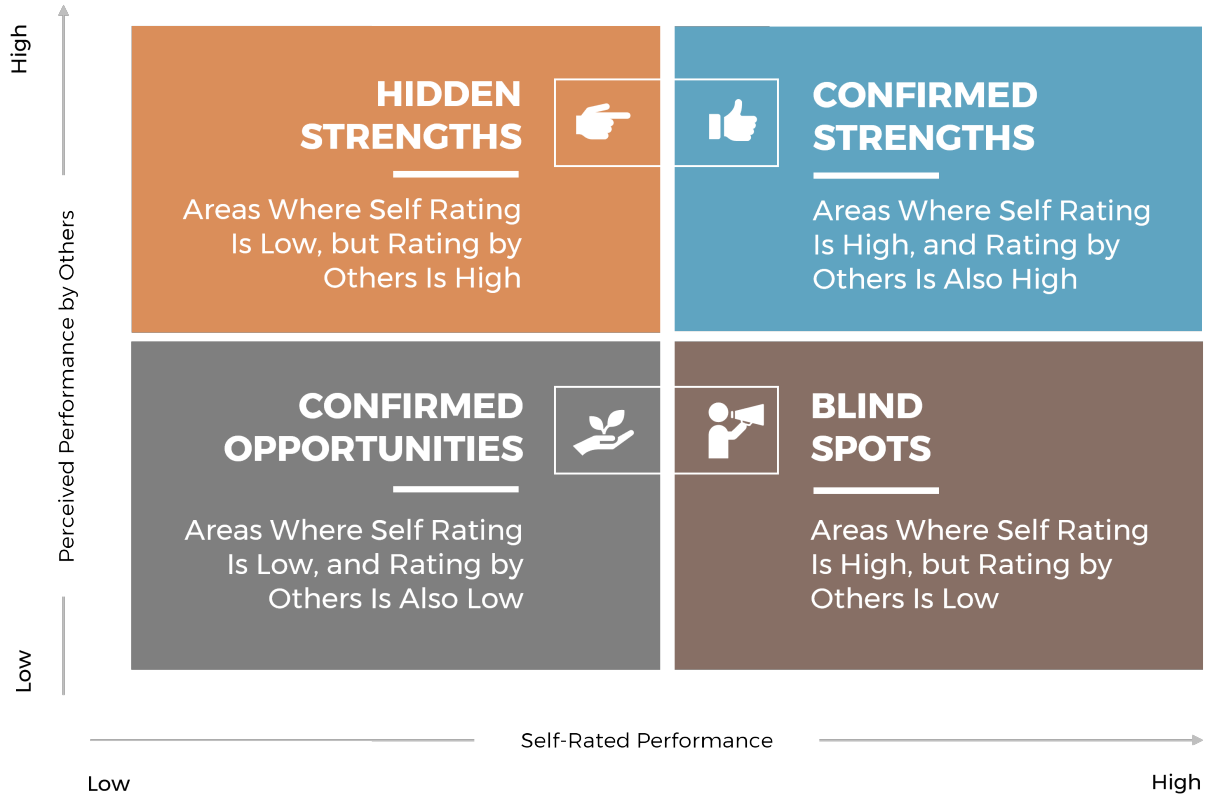
5 - Frequently

6 - Often

7 - Always

Executive Summary

The ClearPoint360 Report highlights your strengths and opportunities for growth. It categorizes each into areas you're aware of (Confirmed) and areas you're not (Hidden/Blind Spots). This structure makes it easy to pinpoint where to focus your development and recognize where you already excel.



Your Confirmed Strengths

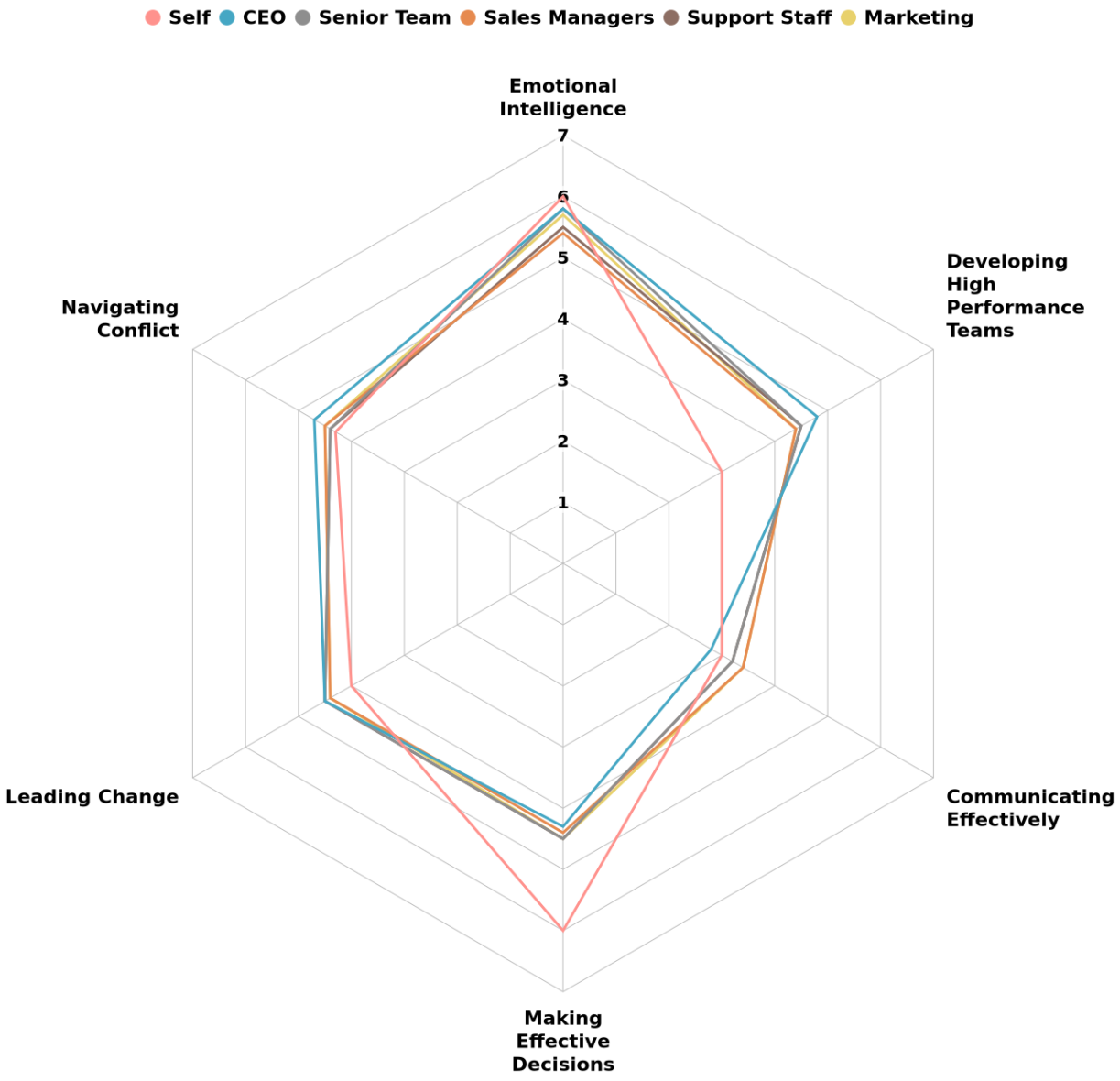
1. **Emotional Intelligence -** Sally remains solution-focused and logical when solving problems.
2. **Emotional Intelligence -** Sally remains calm and composed during stressful or challenging situations.
3. **Emotional Intelligence -** Sally demonstrates empathy by understanding and acknowledging others' feelings.

Your Confirmed Opportunities

1. **Communicating Effectively -** Sally checks for understanding and encourages questions to reduce miscommunication.
2. **Communicating Effectively -** Sally delivers messages that are clear, concise, and relevant to the situation or audience.
3. **Communicating Effectively -** Sally actively listens to others and seeks to understand their perspective before responding.

Performance Summary

On this page, the Performance Map summarizes visually the 360° data gathered across the competencies measured. Each spoke represents a specific competency. Data points along the spokes reflecting your average rating for the competency measured (0-5). Each color on the chart corresponds to your Rater Groups such as your Self, Peers, Direct Reports, Manager, etc. A Rater Group and Color legend is shown directly above the diagram for the Rater Groups included in your 360°.

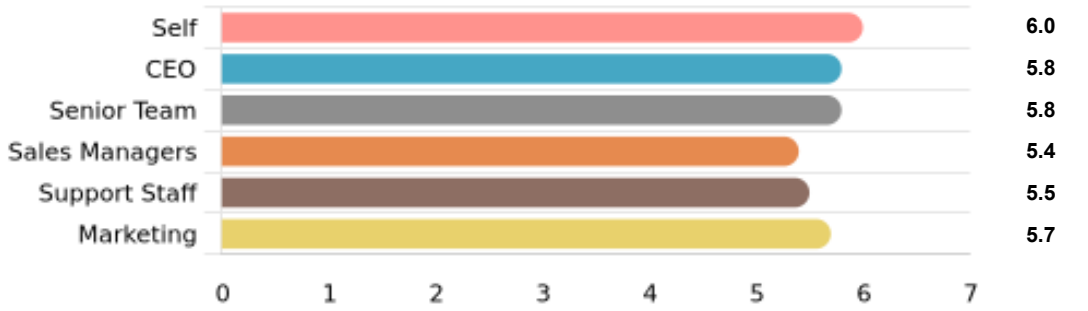


By comparing the shapes formed by these colored areas, you can see how your performance is perceived by each group. A larger, more expansive shape indicates stronger performance within that Rater Group or Competency. A smaller, more compact shape suggests opportunities for growth within that Rater Group or Competency. The Performance Map helps you easily identify both your strengths and opportunities for development across Competencies and Rater Groups.

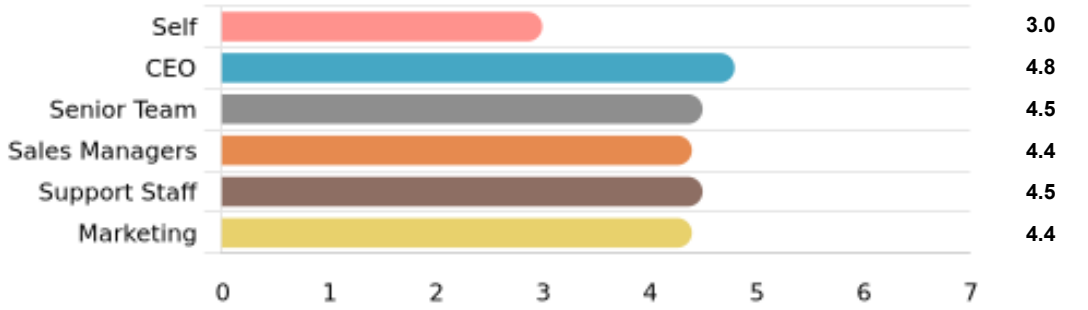
Competency Overview

The Competency Overview shows the Competencies and their average scores by Rater Group.

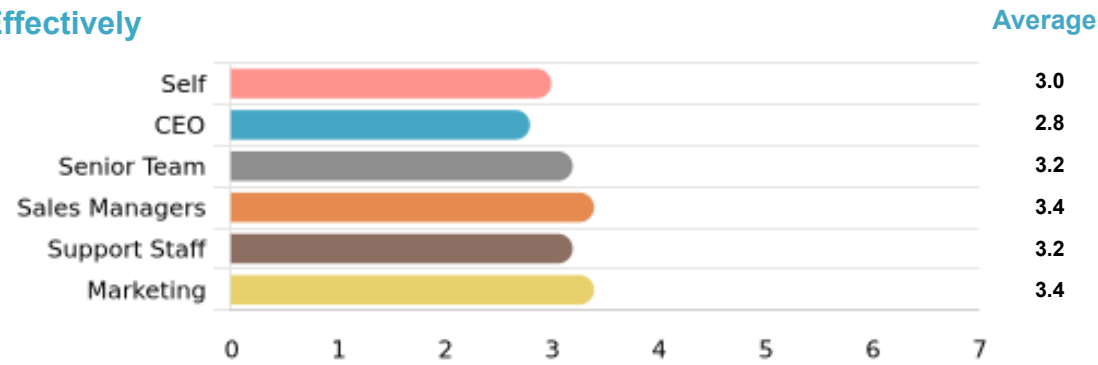
Emotional Intelligence



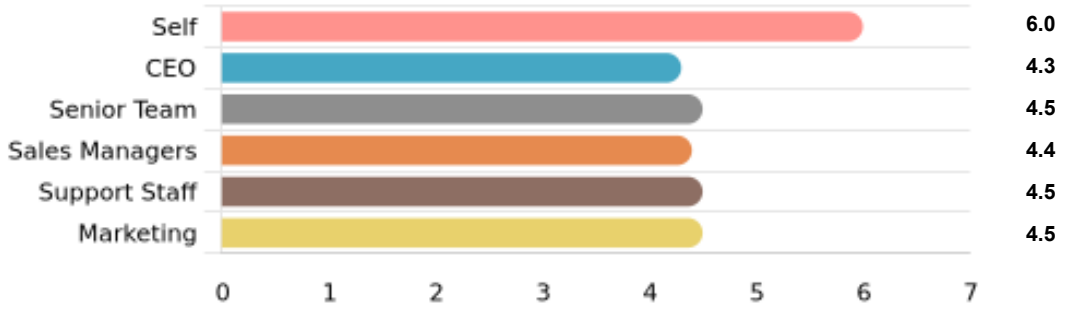
Developing High Performance Teams



Communicating Effectively



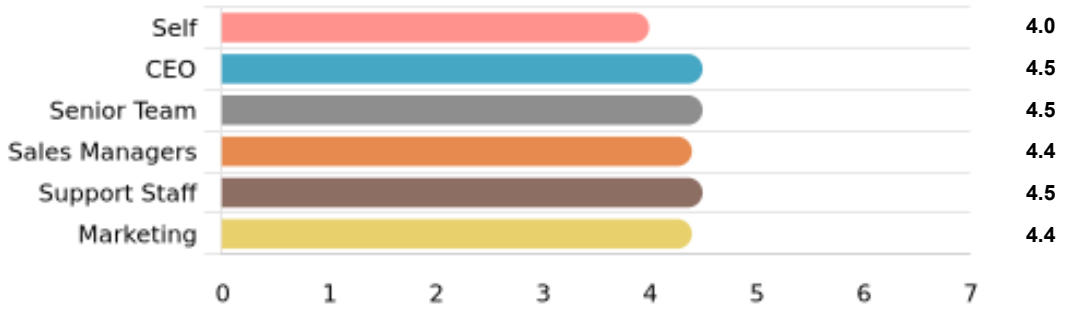
Making Effective Decisions



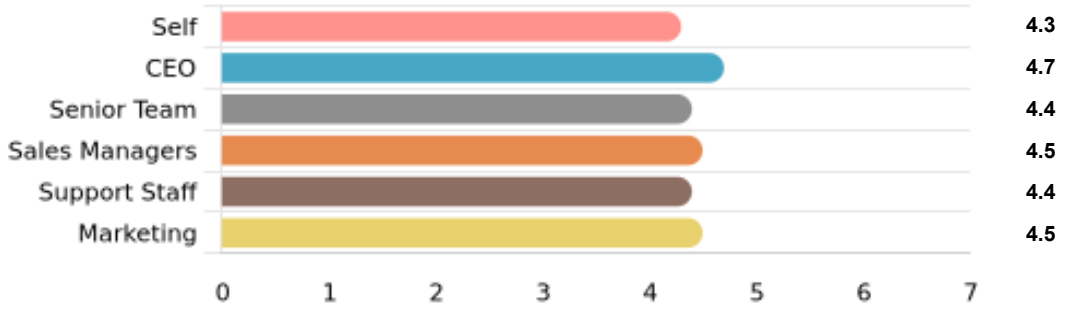
0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

Competency Overview, Con’t

Leading Change



Navigating Conflict



0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

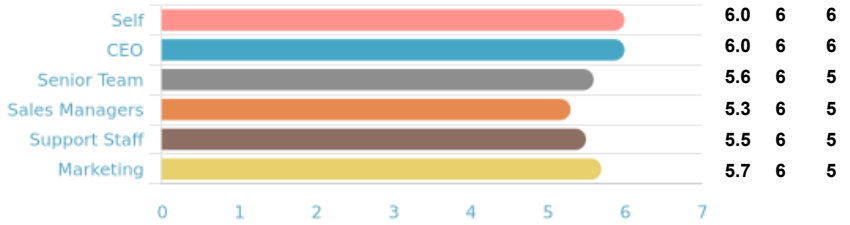
Competency Breakout

The Competency Breakout section of the report provides both the quantitative Findings on this Competency, as well as the Insights provided through open feedback. Findings shows measures of the Competency, with an Average Rating and High & Low Ratings for each Rater Group. This information helps you to understand which behaviors or practices demonstrating this competency are observed (or not) and by which rater groups.

A - Average H - Highest Score L - Lowest Score

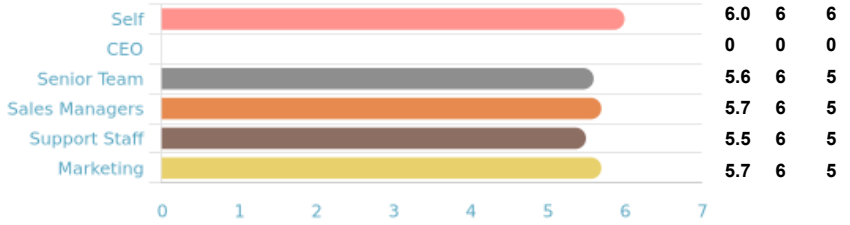
Emotional Intelligence

Sally demonstrates awareness of her emotions and how those emotions influence her behavior.



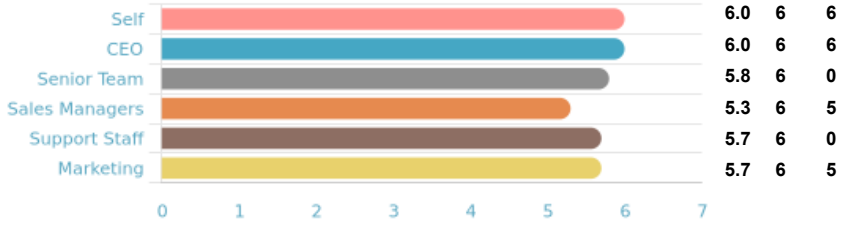
	A	H	L
Self	6.0	6	6
CEO	6.0	6	6
Senior Team	5.6	6	5
Sales Managers	5.3	6	5
Support Staff	5.5	6	5
Marketing	5.7	6	5

Sally asserts her opinions while respecting the perspectives of others.



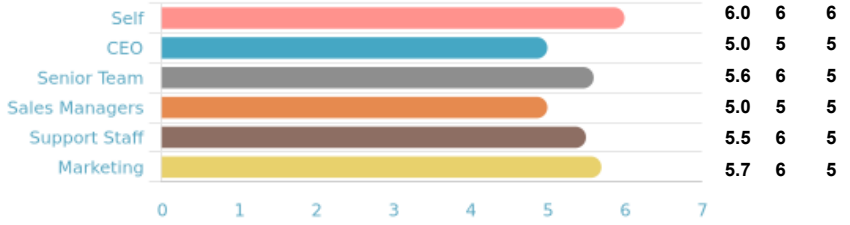
Self	6.0	6	6
CEO	0	0	0
Senior Team	5.6	6	5
Sales Managers	5.7	6	5
Support Staff	5.5	6	5
Marketing	5.7	6	5

Sally demonstrates empathy by understanding and acknowledging others' feelings.



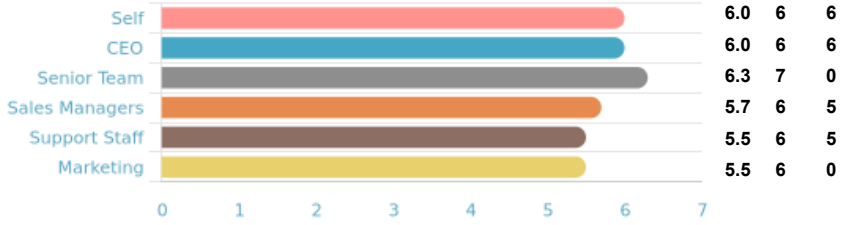
Self	6.0	6	6
CEO	6.0	6	6
Senior Team	5.8	6	0
Sales Managers	5.3	6	5
Support Staff	5.7	6	0
Marketing	5.7	6	5

Sally builds trust and maintains strong, positive relationships with others.



Self	6.0	6	6
CEO	5.0	5	5
Senior Team	5.6	6	5
Sales Managers	5.0	5	5
Support Staff	5.5	6	5
Marketing	5.7	6	5

Sally remains solution-focused and logical when solving problems.

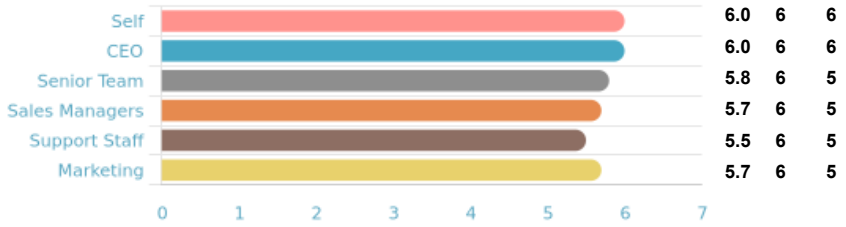


Self	6.0	6	6
CEO	6.0	6	6
Senior Team	6.3	7	0
Sales Managers	5.7	6	5
Support Staff	5.5	6	5
Marketing	5.5	6	0

Competency Breakout, Con’t

Emotional Intelligence

Sally remains calm and composed during stressful or challenging situations.



0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

Competency Breakout - Insights

The Competency Breakout - Insights is a summary of open feedback on your performance of this Competency. This information enables you to understand directly from your Raters who work with you day to day how they observe and experience your performance of this competency.

Emotional Intelligence Feedback

If you had one suggestion for Sally to improve her emotional intelligence, what would it be?

- Sally does a good job staying composed under pressure, which is appreciated by the team. That said, she could slow down and better acknowledge how others are feeling. Even a quick check-in would strengthen relationships. - (C)
- Could slow down in high-pressure moments to better read the room before responding. - (ST)
- Sometimes reacts quickly—pausing before responding could improve impact. - (ST)
- She handles stress well, which is a strength. However, expressing a bit more openness or vulnerability could help build stronger relationships with the team. - (ST)
- Sally could benefit from being more aware of how her tone is perceived in conversations. Small adjustments could improve how messages land. - (ST)
- Occasionally comes across as too task-focused—balancing with emotional awareness would help. - (ST)
- One area for growth would be showing more visible empathy during challenging situations. Sally tends to move quickly to solutions without fully understanding how others are feeling. Taking time to listen first would build trust. - (SM)
- Sally is generally calm and professional, but can come across as emotionally distant at times. Being more intentional about reading the room would help improve engagement. - (SM)
- Sometimes appears disengaged in emotional conversations. Leaning in more would help. - (SM)
- Would benefit from showing more empathy when team members are stressed. - (M)
- Could ask more follow-up questions to better understand others' perspectives. - (M)
- Could improve by recognizing subtle emotional cues during group discussions. - (M)
- Shows strong composure, but could express appreciation more often. - (SS)
- Might benefit from inviting feedback on how her reactions are perceived by others. - (SS)
- Would benefit from validating others' viewpoints before offering solutions - (SS)
- Could strengthen relationships by showing more consistent emotional awareness day-to-day. - (SS)

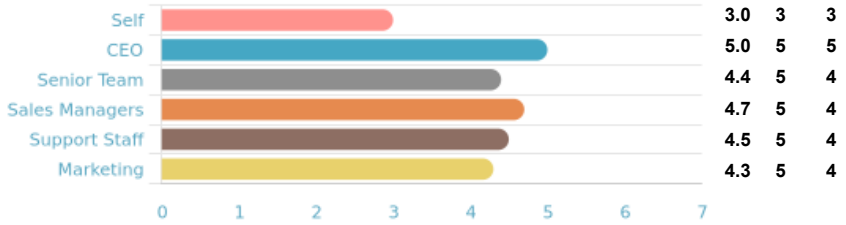
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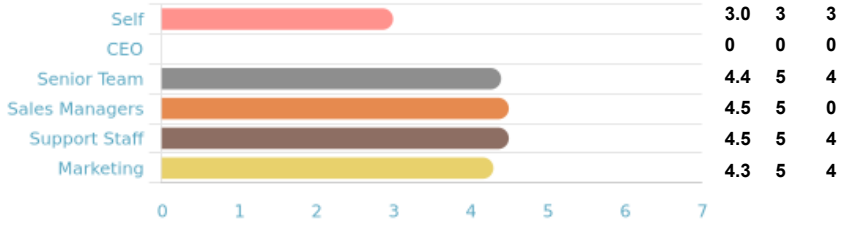
A - Average H - Highest Score L - Lowest Score

Developing High Performance Teams

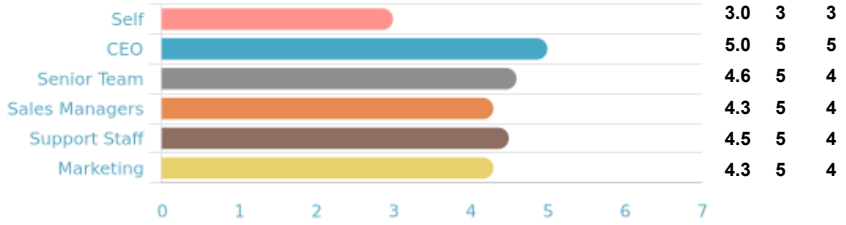
Sally ensures her team has a clear understanding of its goals and what success looks like.



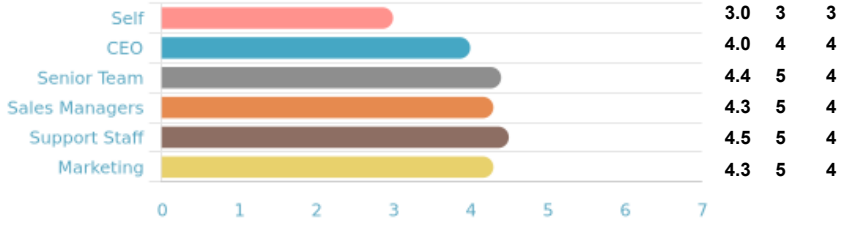
Sally clearly communicates individual roles and responsibilities to team members.



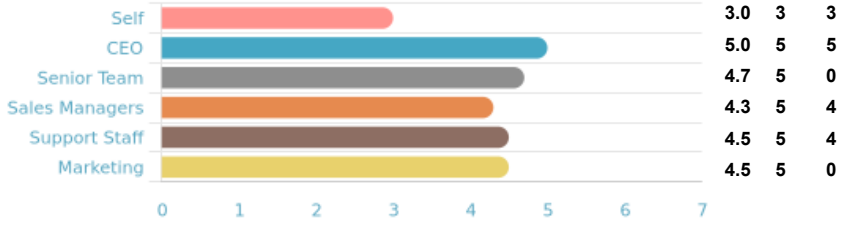
Sally fosters trust and mutual respect among team members.



Sally proactively identifies and addresses issues that may affect the performance of her team.



Sally recognizes and celebrates team achievements to maintain high levels of motivation and morale.



0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

Competency Breakout - Insights

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Developing High Performance Teams Feedback

What could Sally do more of or less of to build and maintain a high-performing team?

- Sally sets strong expectations for performance, which helps drive results. However, providing more consistent feedback would help team members improve and stay aligned. - (C)
- Could set clearer expectations around roles and accountability. - (ST)
- Could recognize individual contributions more consistently - (ST)
- There is an opportunity to celebrate team successes more often. This would improve morale and reinforce positive behaviors. - (ST)
- Sally fosters collaboration, but could address performance issues more directly. This would help improve accountability across the team. - (ST)
- Would benefit from creating more opportunities for team input - (ST)
- She is very focused on outcomes, but could spend more time developing individuals. Investing in coaching would strengthen long-term team performance. - (SM)
- Sally could delegate more effectively. At times she steps in too quickly, which limits opportunities for others to grow. - (SM)
- Could improve by aligning team goals more clearly with priorities. - (SM)
- Would benefit from providing more regular feedback to team members. - (M)
- Sometimes steps in too quickly—allowing more ownership would help. - (M)
- Would benefit from delegating more effectively. - (M)
- She could be more consistent in holding team members accountable - (SS)
- Could strengthen trust by being more accessible to the team. - (SS)
- Might consider spending more time coaching rather than directing. - (SS)
- Sally could improve by celebrating wins more often. - (SS)

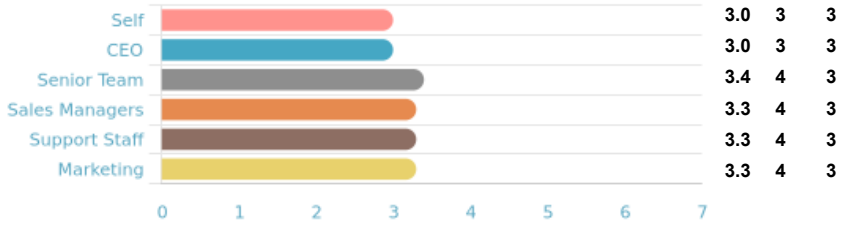
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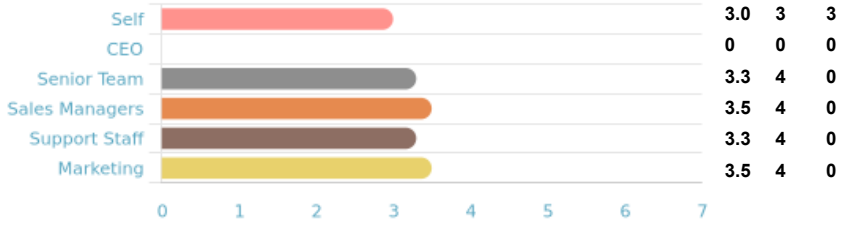
Communicating Effectively

Sally communicates clearly and ensures her message is understood by others.



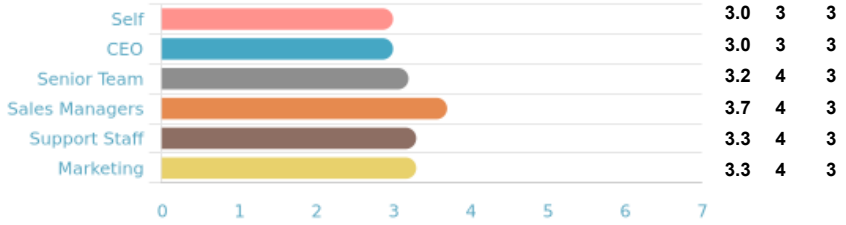
	A	H	L
Self	3.0	3	3
CEO	3.0	3	3
Senior Team	3.4	4	3
Sales Managers	3.3	4	3
Support Staff	3.3	4	3
Marketing	3.3	4	3

Sally adapts her communication style to suit different audiences and situations.



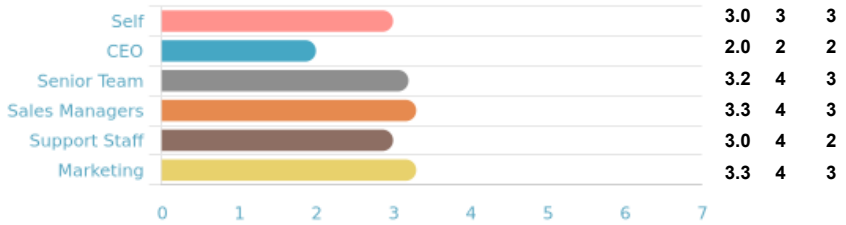
Self	3.0	3	3
CEO	0	0	0
Senior Team	3.3	4	0
Sales Managers	3.5	4	0
Support Staff	3.3	4	0
Marketing	3.5	4	0

Sally actively listens to others and seeks to understand their perspective before responding.



Self	3.0	3	3
CEO	3.0	3	3
Senior Team	3.2	4	3
Sales Managers	3.7	4	3
Support Staff	3.3	4	3
Marketing	3.3	4	3

Sally checks for understanding and encourages questions to reduce miscommunication.



Self	3.0	3	3
CEO	2.0	2	2
Senior Team	3.2	4	3
Sales Managers	3.3	4	3
Support Staff	3.0	4	2
Marketing	3.3	4	3

Sally delivers messages that are clear, concise, and relevant to the situation or audience.



Self	3.0	3	3
CEO	3.0	3	3
Senior Team	3.0	4	2
Sales Managers	3.3	4	3
Support Staff	3.3	4	3
Marketing	3.3	4	3

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Communicating Effectively Feedback

If Sally could make one adjustment to improve her communication effectiveness, what would you recommend?

- Sally communicates clearly in most situations, especially when outlining expectations. However, simplifying messages and confirming understanding would improve alignment. - (C)
- Could simplify messages to make them easier to understand - (ST)
- Could be more concise in meetings to keep discussions focused. - (ST)
- Written communication could be clearer with better structure and key takeaways. This would make priorities easier to understand. - (ST)
- Sally communicates with confidence, which is a strength. Slowing down and being more deliberate would improve clarity. - (ST)
- Could follow up more consistently after meetings with clear next steps. - (ST)
- She is generally a strong communicator, but could improve by creating more space for others to contribute. Encouraging input would strengthen collaboration and surface better ideas. - (SM)
- Sally does a good job sharing information, but could confirm alignment more often. This would help avoid confusion in fast-moving situations. - (SM)
- Could be more transparent when sharing decisions and rationale - (SM)
- Sometimes assumes understanding—checking in more would help. - (M)
- Would benefit from tailoring communication style to different audiences. - (M)
- Sometimes communication feels rushed—slowing down would help clarity. - (M)
- Would benefit from asking more open-ended questions. - (SS)
- Sally could improve by actively summarizing key takeaways in discussions. - (SS)
- Would benefit from listening fully before responding. - (SS)
- Sally could strengthen communication by adapting tone depending on the situation. - (SS)

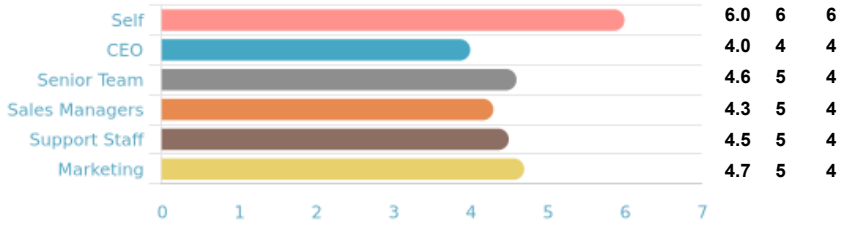
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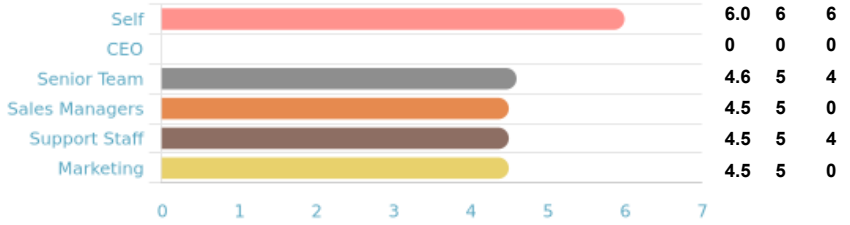
A - Average H - Highest Score L - Lowest Score

Making Effective Decisions

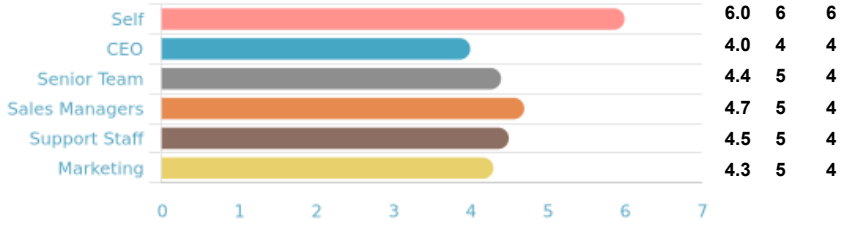
Sally evaluates relevant information and considers multiple perspectives before making decisions.



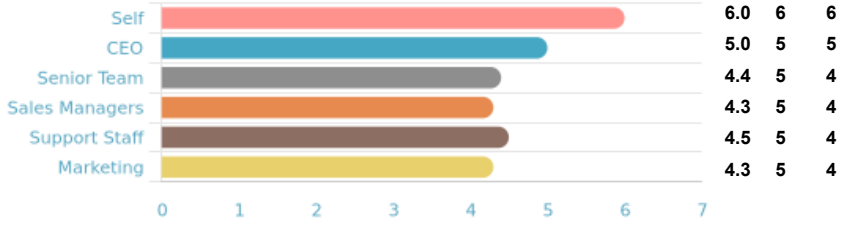
Sally demonstrates confidence in her decisions, even when faced with uncertainty.



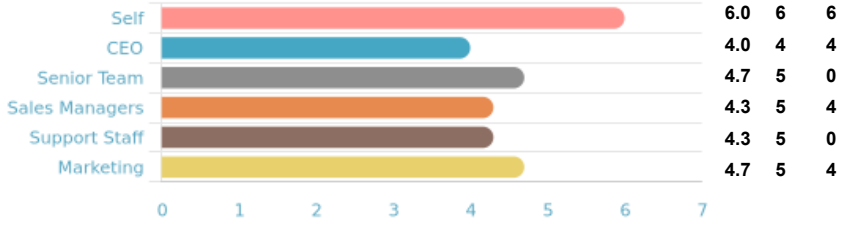
Sally effectively communicates the rationale behind her decisions to others.



Sally remains open to input from others and adapts her approach when new information arises.



Sally considers both short-term and long-term impacts when making decisions.



0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

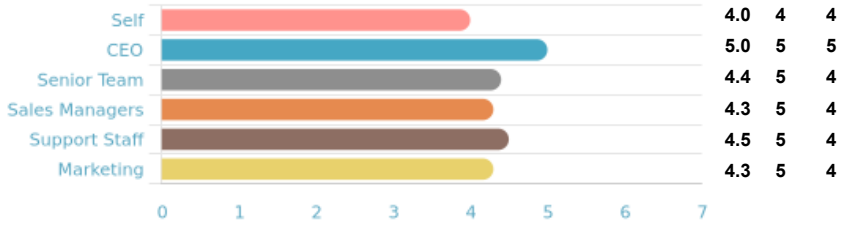
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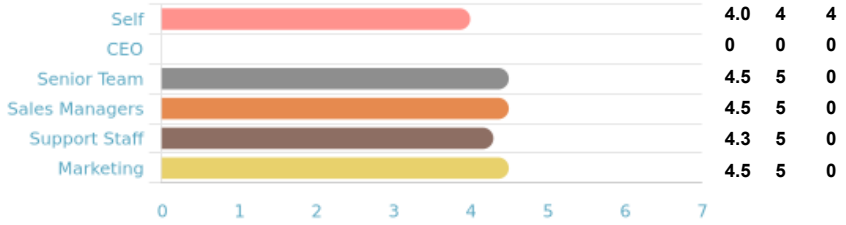
A - Average H - Highest Score L - Lowest Score

Leading Change

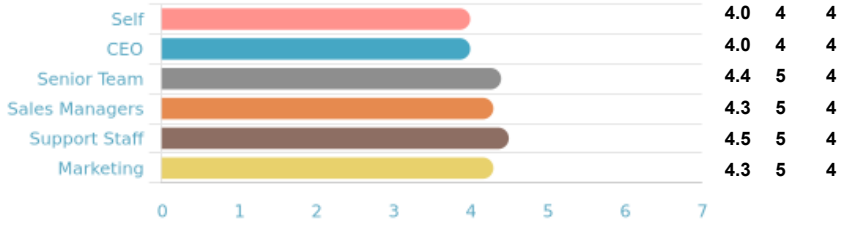
Sally clearly communicates the purpose and benefits of change to the team.



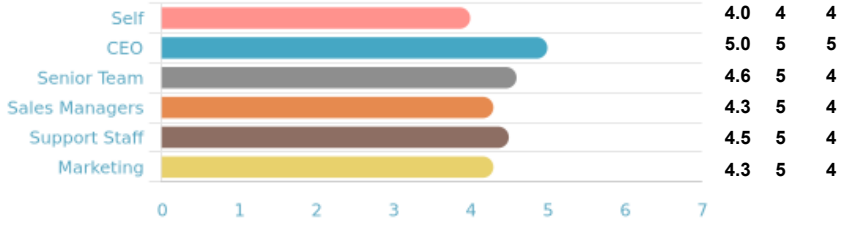
Sally anticipates and addresses resistance to change in a thoughtful and proactive manner.



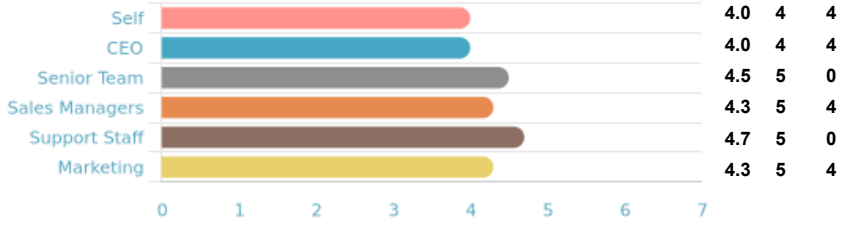
Sally creates an environment where team members feel supported as they navigate change.



Sally demonstrates an understanding of how individuals respond differently to change and adapts her approach accordingly.



Sally monitors the progress of change initiatives and adjusts strategies to ensure successful implementation.



0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

Competency Breakout - Insights

The Competency Breakout - Insights is a summary of open feedback on your performance of this Competency. This information enables you to understand directly from your Raters who work with you day to day how they observe and experience your performance of this competency.

Leading Change Feedback

What is one thing Sally could do differently to lead change more effectively?

- Sally is supportive of change, but could do more to communicate the purpose behind it. Providing a clearer “why” would reduce confusion and resistance. - (C)
- Could communicate the “why” behind changes more clearly - (ST)
- Sometimes moves too quickly—bringing others along would help. - (ST)
- There are times when the pace of change feels fast for the team. Slowing down where needed would improve effectiveness and reduce stress. - (ST)
- Sally could strengthen her impact by being more visible during change. Increased presence would help reassure the team. - (ST)
- Would benefit from reinforcing key messages throughout change processes. - (ST)
- She is adaptable and open to new ideas, but could involve the team earlier in change initiatives. This would improve engagement and ownership. - (SM)
- Sally could improve by maintaining consistent communication throughout change efforts. Follow-up communication would help keep everyone aligned. - (SM)
- Would benefit from encouraging feedback during transitions. - (SM)
- Would benefit from involving the team earlier in change initiatives. - (M)
- Could provide more support during periods of uncertainty. - (M)
- Could strengthen change leadership by modeling adaptability. - (M)
- She could be more proactive in identifying potential challenges. - (SS)
- Sometimes assumes alignment—checking in more would help. - (SS)
- Sometimes communication drops off after initial rollout—consistency would help. - (SS)
- Sally could build more trust by being transparent about uncertainties - (SS)

Competency Breakout

The Competency Breakout section of the report provides both the quantitative Findings on this Competency, as well as the Insights provided through open feedback. Findings shows measures of the Competency, with an Average Rating and High & Low Ratings for each Rater Group. This information helps you to understand which behaviors or practices demonstrating this competency are observed (or not) and by which rater groups.

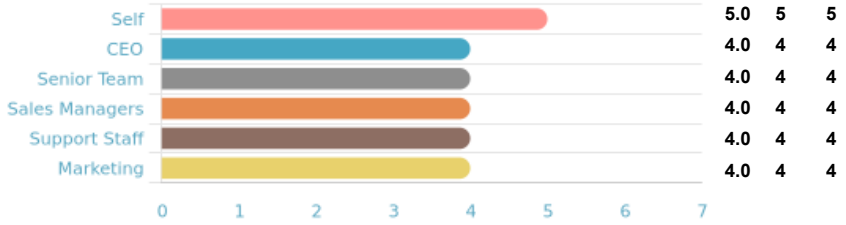
A - Average H - Highest Score L - Lowest Score

Navigating Conflict

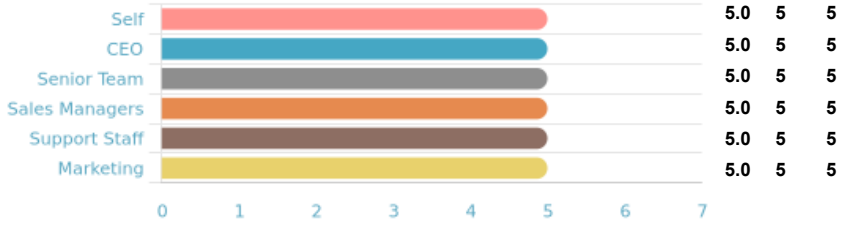
Sally addresses conflicts directly and constructively, rather than avoiding or ignoring them.



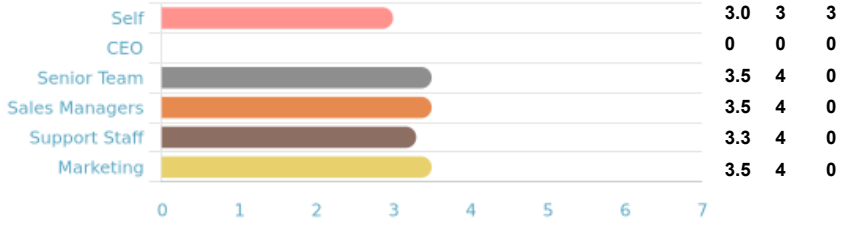
Sally demonstrates fairness and impartiality when navigating disagreements among team members.



Sally fosters an environment where team members feel safe to express differing viewpoints.



Sally helps team members focus on solutions rather than assigning blame during conflict.



0 - Not Observed 1 - Never 2 - Rarely 3 - Occasionally 4 - Sometimes 5 - Frequently 6 - Often 7 - Always

Competency Breakout - Insights

The Competency Breakout - Insights is a summary of open feedback on your performance of this Competency. This information enables you to understand directly from your Raters who work with you day to day how they observe and experience your performance of this competency.

Navigating Conflict Feedback

What could Sally do more of or less of to navigate conflicts more productively?

- Sally handles conflict calmly, which helps de-escalate situations. However, she could spend more time fully understanding each person's perspective before moving toward resolution. Slowing down the process slightly would lead to more sustainable outcomes. - (C)
- Could address conflicts earlier before they escalate. - (ST)
- Could ask more questions to better understand both sides of a disagreement. - (ST)
- Sally remains composed during conflict, which is a strength. However, there are times when she could acknowledge emotions more explicitly before focusing on solutions. This would help others feel heard and understood. - (ST)
- Sally could improve by creating a more open environment where team members feel comfortable raising concerns early. Encouraging dialogue before issues escalate would reduce the need for conflict resolution later. - (ST)
- Would benefit from setting clearer expectations around how conflict should be handled within the team. - (ST)
- Sally tends to avoid conflict until it becomes necessary to intervene. While this keeps things positive in the short term, it can allow issues to build. Addressing concerns more proactively would help maintain team alignment. - (SM)
- Sally does a good job staying neutral, but sometimes this comes across as not taking a clear stance. Being more decisive in resolving conflicts would help move situations forward more effectively. - (SM)
- Sometimes relies on others to resolve conflicts—stepping in more directly would help. - (SM)
- Would benefit from being more direct in difficult conversations. - (M)
- Sometimes delays addressing tension—earlier intervention would help. - (M)
- Sally shows professionalism during disagreements, but could improve by being more transparent about her own perspective. Sharing her viewpoint more clearly would help guide resolution. - (M)
- Sally often focuses on resolving the issue quickly, which is helpful, but may miss opportunities to address underlying causes. Taking a bit more time to explore root issues would improve long-term outcomes. - (SS)
- Could be more consistent in following up after conflicts are resolved - (SS)
- Sally could strengthen her approach by encouraging constructive debate rather than minimizing disagreement. Creating space for healthy conflict would improve team decision-making. - (SS)
- Sally would benefit from reinforcing positive conflict resolution behaviors across the team. - (SS)

Confirmed Strengths

Here are your Confirmed Strengths. These strengths are areas where your performance is stronger and aligned between your own observations and those of your Raters. Use these insights to continue building on what you already do well.

Rank	Competency	Item	Self	Rater Average	Gap
1	Emotional Intelligence	Sally remains solution-focused and logical when solving problems.	6.0	5.8	-0.2
2	Emotional Intelligence	Sally remains calm and composed during stressful or challenging situations.	6.0	5.7	-0.3
3	Emotional Intelligence	Sally demonstrates empathy by understanding and acknowledging others' feelings.	6.0	5.6	-0.4
4	Emotional Intelligence	Sally demonstrates awareness of her emotions and how those emotions influence her behavior.	6.0	5.6	-0.4
5	Emotional Intelligence	Sally asserts her opinions while respecting the perspectives of others.	6.0	5.6	-0.4

Confirmed Opportunities

These are your Confirmed Opportunities for growth. These areas have been consistently highlighted as key opportunities for improvement, both by yourself and others. Focusing on these items will help you enhance your effectiveness and continue your professional development.

Rank	Competency	Item	Self	Rater Average	Gap
1	Communicating Effectively	Sally checks for understanding and encourages questions to reduce miscommunication.	3.0	3.1	0.1
2	Communicating Effectively	Sally delivers messages that are clear, concise, and relevant to the situation or audience.	3.0	3.2	0.2
3	Communicating Effectively	Sally actively listens to others and seeks to understand their perspective before responding.	3.0	3.3	0.3
4	Communicating Effectively	Sally communicates clearly and ensures her message is understood by others.	3.0	3.3	0.3
5	Communicating Effectively	Sally adapts her communication style to suit different audiences and situations.	3.0	3.4	0.4

Hidden Strengths

Here are your Hidden Strengths, which represent areas where others recognize your performance is stronger, but you may not be fully aware of them yourself. Uncovering these hidden strengths can be incredibly valuable, as it allows you to leverage untapped potential and build confidence in areas you may have overlooked. By exploring and embracing these strengths, you can further enhance your impact and contribute even more effectively to your team and organization.

Rank	Competency	Item	Self	Rater Average	Gap
1	Developing High Performance Teams	Sally recognizes and celebrates team achievements to maintain high levels of motivation and morale.	3.0	4.5	1.5
2	Developing High Performance Teams	Sally fosters trust and mutual respect among team members.	3.0	4.5	1.5
3	Developing High Performance Teams	Sally ensures her team has a clear understanding of its goals and what success looks like.	3.0	4.5	1.5
4	Developing High Performance Teams	Sally clearly communicates individual roles and responsibilities to team members.	3.0	4.4	1.4
5	Developing High Performance Teams	Sally proactively identifies and addresses issues that may affect the performance of her team.	3.0	4.4	1.4

Blind Spots

These are your Blind Spots, which highlight areas for growth that others have observed but may not be on your radar yet. Recognizing and addressing these Blind Spots can be a powerful step in your development, as it opens up new avenues for improvement that you might not have considered. By becoming aware of these areas and actively working on them, you can enhance your overall performance and achieve greater success in your role and beyond.

Rank	Competency	Item	Self	Rater Average	Gap
1	Making Effective Decisions	Sally remains open to input from others and adapts her approach when new information arises.	6.0	4.4	-1.6
2	Making Effective Decisions	Sally effectively communicates the rationale behind her decisions to others.	6.0	4.4	-1.6
3	Making Effective Decisions	Sally considers both short-term and long-term impacts when making decisions.	6.0	4.5	-1.5
4	Making Effective Decisions	Sally evaluates relevant information and considers multiple perspectives before making decisions.	6.0	4.5	-1.5
5	Making Effective Decisions	Sally demonstrates confidence in her decisions, even when faced with uncertainty.	6.0	4.5	-1.5

Competency Index

The Competency Index Summary shows you the average rating from each rater group by item. Here you can compare your self-rating with the average ratings from your Rater groups. In addition, the largest difference from your self-rating is highlighted.

S - Self **C -** CEO **ST -** Senior Team **SM -** Sales Managers **SS -** Support Staff **M -** Marketing **RA-**Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Blind Spots

	S	C	ST	SM	SS	M	RA
Emotional Intelligence - Sally demonstrates awareness of her emotions and how those emotions influence her behavior.	6.0	6.0	5.6	5.3	5.5	5.7	5.6
Emotional Intelligence - Sally asserts her opinions while respecting the perspectives of others.	6.0		5.6	5.7	5.5	5.7	5.6
Emotional Intelligence - Sally demonstrates empathy by understanding and acknowledging others' feelings.	6.0	6.0	5.8	5.3	5.7	5.7	5.6
Emotional Intelligence - Sally builds trust and maintains strong, positive relationships with others.	6.0	5.0	5.6	5.0	5.5	5.7	5.4
Emotional Intelligence - Sally remains solution-focused and logical when solving problems.	6.0	6.0	6.3	5.7	5.5	5.5	5.8
Emotional Intelligence - Sally remains calm and composed during stressful or challenging situations.	6.0	6.0	5.8	5.7	5.5	5.7	5.7
Developing High Performance Teams - Sally ensures her team has a clear understanding of its goals and what success looks like.	3.0	5.0	4.4	4.7	4.5	4.3	4.5
Developing High Performance Teams - Sally clearly communicates individual roles and responsibilities to team members.	3.0		4.4	4.5	4.5	4.3	4.4
Developing High Performance Teams - Sally fosters trust and mutual respect among team members.	3.0	5.0	4.6	4.3	4.5	4.3	4.5
Developing High Performance Teams - Sally proactively identifies and addresses issues that may affect the performance of her team.	3.0	4.0	4.4	4.3	4.5	4.3	4.4
Developing High Performance Teams - Sally recognizes and celebrates team achievements to maintain high levels of motivation and morale.	3.0	5.0	4.7	4.3	4.5	4.5	4.5
Communicating Effectively - Sally communicates clearly and ensures her message is understood by others.	3.0	3.0	3.4	3.3	3.3	3.3	3.3
Communicating Effectively - Sally adapts her communication style to suit different audiences and situations.	3.0		3.3	3.5	3.3	3.5	3.4
Communicating Effectively - Sally actively listens to others and seeks to understand their perspective before responding.	3.0	3.0	3.2	3.7	3.3	3.3	3.3
Communicating Effectively - Sally checks for understanding and encourages questions to reduce miscommunication.	3.0	2.0	3.2	3.3	3.0	3.3	3.1

S - Self **C -** CEO **ST -** Senior Team **SM -** Sales Managers **SS -** Support Staff **M -** Marketing

RA-Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Blind Spots

	S	C	ST	SM	SS	M	RA
Communicating Effectively - Sally delivers messages that are clear, concise, and relevant to the situation or audience.	3.0	3.0	3.0	3.3	3.3	3.3	3.2
Making Effective Decisions - Sally evaluates relevant information and considers multiple perspectives before making decisions.	6.0	4.0	4.6	4.3	4.5	4.7	4.5
Making Effective Decisions - Sally demonstrates confidence in her decisions, even when faced with uncertainty.	6.0		4.6	4.5	4.5	4.5	4.5
Making Effective Decisions - Sally effectively communicates the rationale behind her decisions to others.	6.0	4.0	4.4	4.7	4.5	4.3	4.4
Making Effective Decisions - Sally remains open to input from others and adapts her approach when new information arises.	6.0	5.0	4.4	4.3	4.5	4.3	4.4
Making Effective Decisions - Sally considers both short-term and long-term impacts when making decisions.	6.0	4.0	4.7	4.3	4.3	4.7	4.5
Leading Change - Sally clearly communicates the purpose and benefits of change to the team.	4.0	5.0	4.4	4.3	4.5	4.3	4.4
Leading Change - Sally anticipates and addresses resistance to change in a thoughtful and proactive manner.	4.0		4.5	4.5	4.3	4.5	4.5
Leading Change - Sally creates an environment where team members feel supported as they navigate change.	4.0	4.0	4.4	4.3	4.5	4.3	4.4
Leading Change - Sally demonstrates an understanding of how individuals respond differently to change and adapts her approach accordingly.	4.0	5.0	4.6	4.3	4.5	4.3	4.5
Leading Change - Sally monitors the progress of change initiatives and adjusts strategies to ensure successful implementation.	4.0	4.0	4.5	4.3	4.7	4.3	4.4
Navigating Conflict - Sally addresses conflicts directly and constructively, rather than avoiding or ignoring them.	4.0	5.0	5.0	5.0	5.0	5.0	5
Navigating Conflict - Sally demonstrates fairness and impartiality when navigating disagreements among team members.	5.0	4.0	4.0	4.0	4.0	4.0	4
Navigating Conflict - Sally fosters an environment where team members feel safe to express differing viewpoints.	5.0	5.0	5.0	5.0	5.0	5.0	5
Navigating Conflict - Sally helps team members focus on solutions rather than assigning blame during conflict.	3.0		3.5	3.5	3.3	3.5	3.5

Processing Your 360-Degree Feedback

Receiving 360-degree feedback can be both enlightening and challenging. It’s natural to feel a range of emotions as you review the insights provided by your peers, direct reports, and managers. However, to make the most of this feedback, it's important to approach it with an open mind and a willingness to learn. Here are some best practices and suggestions to help you process your feedback effectively:

- **Acknowledge Your Initial Reactions:** It’s common to have an emotional response to feedback, especially if it’s unexpected or critical. Take a moment to recognize how you’re feeling without reacting impulsively. This emotional awareness will help you approach the feedback more objectively.
- **Balance Positive and Constructive Feedback:** People often tend to focus more on negative or constructive feedback, sometimes at the expense of overlooking positive feedback. Make sure to give equal weight to both. Your strengths are just as important as your areas for improvement and can serve as a foundation for further growth.
- **Avoid Dismissing Feedback You Disagree With:** It’s tempting to disregard feedback that doesn’t align with your self-perception. Instead of dismissing it, take time to reflect on it. Ask yourself why someone might see you in that light and whether there’s an opportunity to learn from their perspective.
- **Look for Patterns and Themes:** Pay attention to recurring themes in your feedback. If multiple raters are pointing out the same strengths or opportunities, this is a clear signal that these areas are significant to your overall performance. Patterns can also help you prioritize which areas to focus on first.
- **Seek Clarification When Needed:** If there are aspects of the feedback that are unclear or surprising, consider discussing them with your manager or a trusted colleague. Sometimes additional context can provide a deeper understanding and help you better interpret the feedback.

Next Steps

Now that you've reviewed the report it's important to harness your energy around the feedback and start identifying your priorities you wish to translate into action. Here are some best practices and suggestions to help you organize your thoughts into effective and actionable steps:

1. **Take Time to Reflect:** After reading through the feedback, step away for a short period. This break allows you to process your initial emotional reactions and come back with a clearer mindset.

2. **Review the Feedback Holistically:** Go through the entire report once again, focusing on both strengths and areas for development. Look at the feedback from different rater groups to understand the diverse perspectives.

3. **Identify Key Takeaways:** Highlight the most important points, particularly those that are repeated across different sections or rater groups. These are likely the areas that need your attention the most.

4. **Create an Action Plan:** Based on the feedback, develop a plan to capitalize on your strengths and address your opportunities for growth. Set specific, measurable goals with timelines to help you stay on track.

5. **Follow Up:** Share your action plan with your manager or a mentor and seek their support in your development journey. Regularly check in on your progress and adjust your plan as needed based on ongoing feedback and self-reflection.

By following these steps and embracing a growth mindset, you can turn your 360-degree feedback into a powerful tool for exponential personal and professional growth. Remember, receiving feedback is an opportunity to elevate your performance and potential. How you choose to respond to it will significantly shape your future success. May you find inspiration in this simple yet powerful quote from William James – a renowned thought leader in psychology and philosophy - "Act as if what you do makes a difference. It does."