



Leader 360°

Sandrine Sample

Report Generated: 04-02-2021

Key

Focus	1
Manager	1
Colleague	3
Report	1
Superior	2
Other	2

About this Report

This Leader 360° Report contains highly confidential information about {focus_fullname}. It is designed to provide you with feedback on your leadership behaviour and the impact of this behaviour on those you work with, such as line managers, peers/colleagues, direct reports and key stakeholders (e.g. internal and external customers).

This report has been created based on the feedback received from the different people invited to complete the survey. They rated your behaviour against a number of statements (items), which are presented within the RDM-p[®] model.

What is the RDM-p[®] model?

The RDM-p[®] model clusters critical leadership behaviours into four clear and concise categories, allowing individuals to clearly isolate specific behaviours to develop.

Relationship: Building & maintaining effective professional relationships both internally and externally.

Diagnostics: Demonstrating understanding, insight and an ability to make effective decisions.

Management: Having an effective approach for managing self, others & tasks over varied time periods.

professionalism: Placing importance on meeting obligations and acting professionally at all times.

Through the RDM-p[®] model, the Viewpoint 360° identifies coherent strengths and development areas, but it also collates commentary and provides a statistically reliable and valid benchmark of performance compared to a meaningful norm group.

Report Content

This 360° Report contains the following content:

[>> Leader 360° Leadership Profile](#) page 3

This section provides an overall summary of your feedback. You will see a list of the behavioural competencies associated with the RDM-p[®] model and a ranking of their relative importance, as perceived by {user_firstname} and her manager. You will also see the overall ratings for competency by rater group.

[>> Item-level Feedback](#) pages 4-16

This section provides a greater level of detail, allowing you to see the ratings {user_firstname} has been given for every statement within each competency.

[>> Highest and Lowest Ratings](#) page 17

This section pinpoints standout strengths and key areas for development by presenting the 5 highest and the 5 lowest ratings across all rater groups. Sandrine's ratings are not used to calculate the highest and lowest items, but are included for comparison.

[>> Feedback Comments](#) page 18

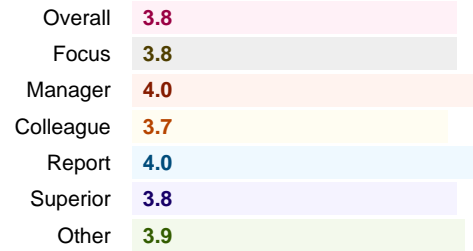
This section presents the feedback comments provided by all raters in relation to three specific questions.

[>> Benchmark Comparison](#) final page

This section provides a statistical and meaningful benchmark comparison of an individual's competency scores, against a group of others who have also completed the same survey. The graph indicates whether Sandrine's scores, on each competency, are low, mid-range or high when compared with others.

Leader 360°		IMPORTANCE		RATINGS						
		FOCUS	MANAGER	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
RELATIONSHIP	Communication	1	1	3.8	3.8	4.0	3.7	4.0	3.8	3.9
	Collaboration	2	2	4.0	4.0	4.2	3.6	4.2	4.1	4.3
	Engaging Customers	3	4	3.9	4.0	4.0	3.7	4.0	3.8	4.3
DIAGNOSTICS	Building Teams	4	5	3.9	4.2	4.0	3.8	3.8	4.0	3.9
	Sustaining Change	5	7	3.8	4.3	4.0	3.5	4.0	3.8	3.8
	Commercial Thinking	6	3	4.3	4.7	4.7	3.8	4.5	4.3	4.5
MANAGEMENT	Setting Expectations	7	8	3.9	4.0	4.2	3.8	4.0	3.9	3.9
	Inspiring Commitment	8	6	4.0	4.2	4.2	3.8	4.2	4.0	3.9
	Resilience	9	9	3.9	4.3	4.0	3.8	3.8	3.6	4.0
PROFESSIONALISM	Building Trust	10	10	4.5	5.0	4.8	4.2	4.5	4.5	4.6
	Diligence	11	11	4.3	4.8	4.8	3.8	4.3	4.4	4.2
	Organisational Commitment	12	12	4.2	4.7	4.8	3.8	4.7	4.3	4.2

- 5 = Strongly Agree
- 4 = Agree
- 3 = Neither Agree nor Disagree
- 2 = Disagree
- 1 = Strongly Disagree



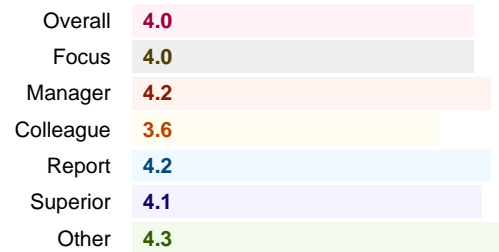
RATINGS

Communication

Communicating with impact and meaning.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Communicates clearly and precisely, especially when discussing complex issues	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Inspires others to work hard and strive to achieve demanding goals	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Confidently expresses their ideas and vision, even if others disagree	3.3	3.0	4.0	3.0	4.0	3.0	3.5
Negotiates effectively with others	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Puts forward persuasive and compelling arguments	3.9	4.0	4.0	3.7	4.0	4.0	4.0

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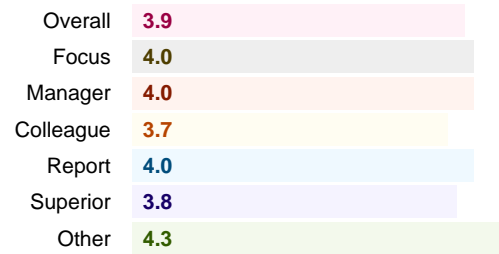
RATINGS

Collaboration

Working others in a highly collaborative manner.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Is easy to get along with	4.6	4.0	5.0	4.3	5.0	5.0	4.5
Puts others (colleagues and customers) at ease, encouraging open dialogue	4.2	4.0	4.0	4.0	4.0	4.0	5.0
Engages others (colleagues and customers) through a clear sense of shared priorities	3.8	4.0	4.0	3.3	4.0	4.0	4.0
Deals effectively with difficult individuals	3.7	4.0	4.0	3.3	4.0	3.5	4.0
Works effectively with more senior individuals (e.g. influences them, compromises and disagrees if necessary)	3.7	4.0	4.0	3.0	4.0	4.0	4.0
Collaborates effectively with peers (e.g. influences them, negotiates with them and compromises)	3.8	4.0	4.0	3.3	4.0	4.0	4.0

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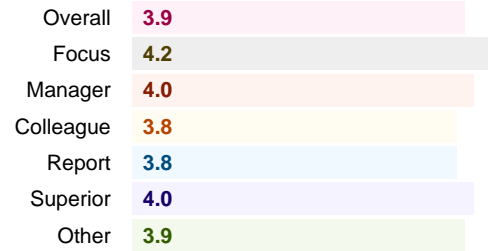
RATINGS

Engaging Customers

Building & maintaining effective customer / stakeholder relationships.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Keeps customers / stakeholders informed about issues that impact them	4.0	4.0	4.0	3.7	4.0	4.0	4.5
Is sensitivity to the needs of customer / stakeholders	4.0	4.0	4.0	3.7	4.0	3.5	5.0
Gains the commitment of colleagues in other functions, in order to deliver results for customers / stakeholders	3.9	4.0	4.0	3.7	4.0	3.5	4.5
Delivers on promises made to customers, without alienating others	3.7	4.0	4.0	3.3	4.0	3.5	4.0
Gains the trust and respect of customers / stakeholders	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Has highly effective relationships with customers / stakeholders	4.0	4.0	4.0	4.0	4.0	4.0	4.0

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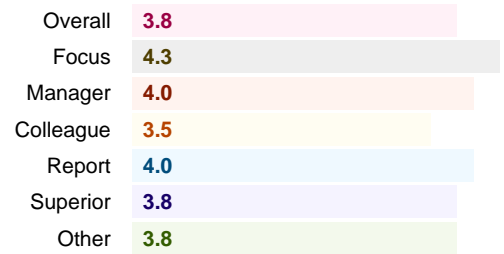
RATINGS

Building Teams

Building & developing highly effective teams.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Defines clear and ambitious goals to achieve	4.1	5.0	4.0	4.0	4.0	4.0	4.0
Is able to spot signs of stress or struggle in others	4.1	4.0	4.0	4.0	4.0	4.5	4.0
Understands how his/her own strengths and weaknesses impact their performance	3.8	4.0	4.0	3.3	4.0	4.0	4.0
Understands how the strengths and weaknesses of individual team members impact performance	3.9	4.0	4.0	4.0	4.0	4.0	3.5
Understands how to create an effective team	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Clearly links the team's learning needs to the priorities of the organisation	3.6	4.0	4.0	3.3	3.0	3.5	4.0

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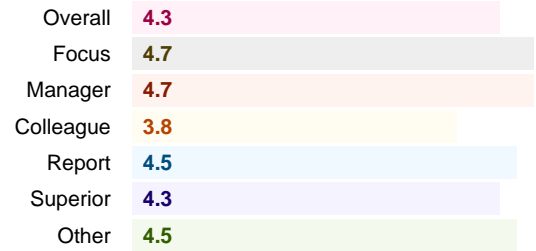
RATINGS

Sustaining Change

Identifying the opportunities of change and minimising the risks.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Builds up sufficient information, ensuring complex issues are properly understood	4.2	5.0	4.0	4.0	4.0	4.0	4.5
Analyses and weighs complex information appropriately (e.g. risks/benefits/opportunities), drawing valid conclusions	4.0	5.0	4.0	3.3	4.0	4.5	4.0
Understands when to advocate for change and when to maintain the status quo	4.5	5.0	5.0	4.0	5.0	4.5	4.5
Identifies opportunities to introduce positive, sustainable change	3.6	4.0	4.0	3.7	4.0	3.5	3.0
Takes appropriate risks in order to develop the business	3.2	4.0	4.0	3.0	3.0	3.0	3.0
Is comfortable working in ambiguous situations	3.3	3.0	3.0	3.0	4.0	3.0	4.0

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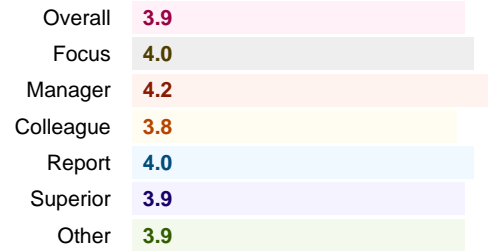
RATINGS

Commercial Thinking

Aligning responsibilities to the commercial priorities of the organisation.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Genuinely understands the organisation (i.e. its culture, vision, strategy and priorities)	4.8	5.0	5.0	4.3	5.0	5.0	5.0
Links his/her responsibilities to the priorities of the organisation	4.1	4.0	5.0	3.7	4.0	4.5	4.0
Understands what the organisation needs to do well to be successful	4.5	5.0	5.0	4.0	5.0	4.0	5.0
Genuinely understands the competitive environment of their organisation's industry	4.5	5.0	5.0	4.0	5.0	4.5	4.5
Makes sound decisions to achieve financial goals and grow the business	4.0	5.0	4.0	3.7	4.0	3.5	4.5
Seeks to continually improve operational efficiency	3.8	4.0	4.0	3.3	4.0	4.0	4.0

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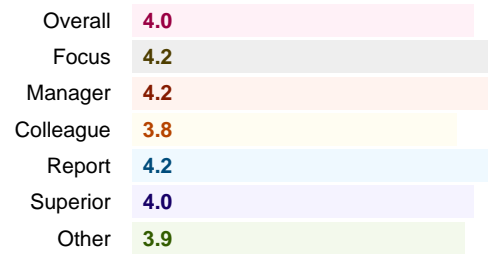
RATINGS

Setting Expectations

Establishing clear goals and expectations for self & others to achieve.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Is organised and timely in all aspects of work (i.e. planning, delivery, review)	4.3	4.0	5.0	4.0	4.0	4.5	4.5
Establishes clear goals / expectations (within business, team & individual planning)	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Holds others accountable for achieving goals / meeting expectations	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Is effective at monitoring progress in achieving goals / meeting expectations	3.9	4.0	4.0	3.7	4.0	4.0	4.0
Effectively manages performance problems	3.7	4.0	4.0	3.3	4.0	3.5	4.0
Routinely involves others when developing planning activity	3.6	4.0	4.0	3.7	4.0	3.5	3.0

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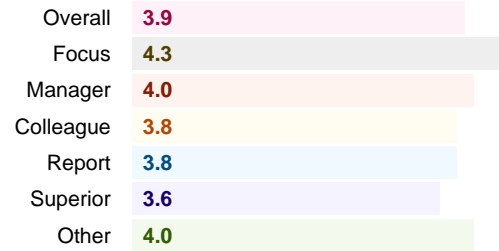
RATINGS

Inspiring Commitment

Inspiring commitment in others to routinely pursue challenging goals.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Acts as a role model for positive leadership behaviour	4.8	5.0	5.0	4.7	5.0	4.5	5.0
Provides a clear sense of purpose, linking individual roles to the overall mission	3.9	4.0	4.0	3.7	4.0	4.0	4.0
Encourages autonomy and innovation from others	3.7	4.0	4.0	3.3	4.0	3.5	4.0
Motivates others to deliver outstanding results	3.9	4.0	4.0	3.7	4.0	4.0	4.0
Routinely coaches others to learn and develop	3.8	4.0	4.0	3.7	4.0	4.0	3.5
Develops others by providing them opportunities and challenges in their work	3.8	4.0	4.0	4.0	4.0	4.0	3.0

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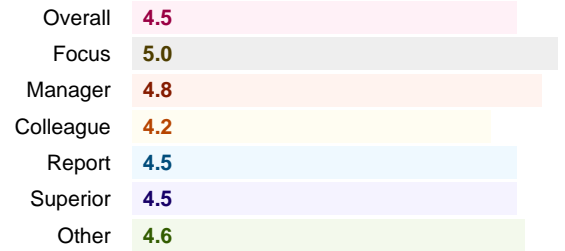
RATINGS

Resilience

Being effective at managing challenging individuals and complex situations.

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Is positive and upbeat, even in challenging situations	4.1	4.0	4.0	4.0	4.0	4.0	4.5
Remains calm and patient, even when under pressure	4.0	5.0	4.0	3.7	4.0	4.0	4.0
Avoids micro-managing others when things aren't going well	3.7	5.0	4.0	3.7	4.0	3.0	3.5
Is effective at managing challenging individuals and complex situations	3.5	4.0	4.0	3.3	3.0	3.0	4.0
Doesn't get frustrated with others, even when they make mistakes	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Routinely shows perseverance and determination to achieve demanding results	3.9	4.0	4.0	4.0	4.0	3.5	4.0

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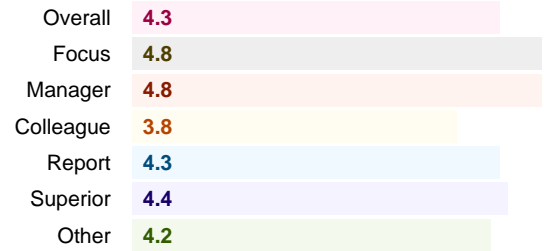
RATINGS

Building Trust

Establishing & maintaining trusting relationships with others (i.e. colleagues and customers).

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Engages with others respectfully and professionally, whatever their background, role or status	4.9	5.0	5.0	4.7	5.0	5.0	5.0
Values diversity and individual differences (including culture, gender, age etc.)	4.1	5.0	4.0	4.0	4.0	4.0	4.0
Treats others fairly and with appropriate respect	4.7	5.0	5.0	4.3	5.0	4.5	5.0
Establishes and maintains trust with others (i.e. colleagues and customers)	4.7	5.0	5.0	4.3	5.0	4.5	5.0
Does not blame others or hold grudges when things go wrong	4.4	5.0	5.0	4.0	4.0	4.5	4.5
Acts fairly and does not show favouritism	4.3	5.0	5.0	4.0	4.0	4.5	4.0

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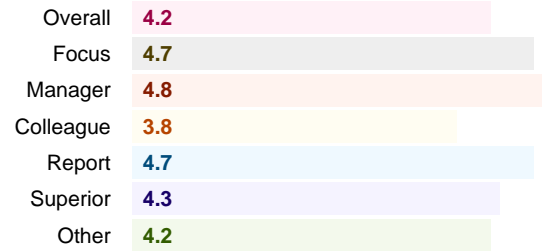
RATINGS

Diligence

Acting with appropriate care and attention when assessing or evaluating information and others (i.e. colleagues, customers).

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Is fair and objective when assessing or providing feed back on a colleague's performance	4.5	5.0	5.0	4.0	4.0	5.0	4.5
Works within the limits of his/her current competence and areas of responsibility	4.0	5.0	5.0	3.0	5.0	4.5	3.5
Is open and honest about own strengths and development needs (i.e. acknowledging mistakes and failures)	3.9	4.0	4.0	3.7	4.0	4.0	4.0
Avoids jumping to conclusions about others or situations	4.7	5.0	5.0	4.3	5.0	4.5	5.0
Makes decisions that are aligned to the organisation's values	4.2	5.0	5.0	4.0	4.0	4.0	4.0
Demonstrates appropriate care and attention when gathering information and making decisions about colleagues and customers	4.3	5.0	5.0	4.0	4.0	4.5	4.0

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RATINGS

Organisational Commitment

Demonstrating a genuine and visible commitment to the organisation (i.e. its purpose and goals)

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Demonstrates a genuine and visible commitment to the organisation (i.e. its purpose and goals)	4.7	5.0	5.0	4.0	5.0	5.0	5.0
Speaks up on matter of principle, whatever the outcome	3.4	3.0	4.0	3.0	4.0	3.5	3.5
Complies with company values, procedures and professional guidelines (in dealings with colleagues, customers, information)	4.3	5.0	5.0	4.0	5.0	4.0	4.0
Maintains the organisation's values, even in high-pressure situations	4.0	5.0	5.0	3.7	4.0	4.0	3.5
Does not tolerate or allow inappropriate behaviour to go unchallenged	4.5	5.0	5.0	4.0	5.0	4.5	4.5
Acts as a role model for organisational values	4.5	5.0	5.0	4.0	5.0	4.5	4.5

Highest & Lowest Ratings

Listed below are the 5 highest & 5 lowest rated items from all feedback providers. The Focus' ratings are not used to calculate the highest and lowest but they are presented here for comparison.

Top 5

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Engages with others respectfully and professionally, whatever their background, role or status	4.9	5.0	5.0	4.7	5.0	5.0	5.0
Genuinely understands the organisation (i.e. its culture, vision, strategy and priorities)	4.8	5.0	5.0	4.3	5.0	5.0	5.0
Acts as a role model for positive leadership behaviour	4.8	5.0	5.0	4.7	5.0	4.5	5.0
Demonstrates a genuine and visible commitment to the organisation (i.e. its purpose and goals)	4.7	5.0	5.0	4.0	5.0	5.0	5.0
Treats others fairly and with appropriate respect	4.7	5.0	5.0	4.3	5.0	4.5	5.0

Bottom 5

	OVERALL	FOCUS	MANAGER	COLLEAGUE	REPORT	SUPERIOR	OTHER
Takes appropriate risks in order to develop the business	3.1	4.0	4.0	3.0	3.0	3.0	3.0
Is comfortable working in ambiguous situations	3.3	3.0	3.0	3.0	4.0	3.0	4.0
Confidently expresses their ideas and vision, even if others disagree	3.3	3.0	4.0	3.0	4.0	3.0	3.5
Is effective at managing challenging individuals and complex situations	3.4	4.0	4.0	3.3	3.0	3.0	4.0
Speaks up on matter of principle, whatever the outcome	3.4	3.0	4.0	3.0	4.0	3.5	3.5

Feedback Comments

What I really appreciate about Sandrine Sample is...

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Sandrine Sample would be even more effective if she...

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Additional feedback I would like to give Sandrine Sample is...

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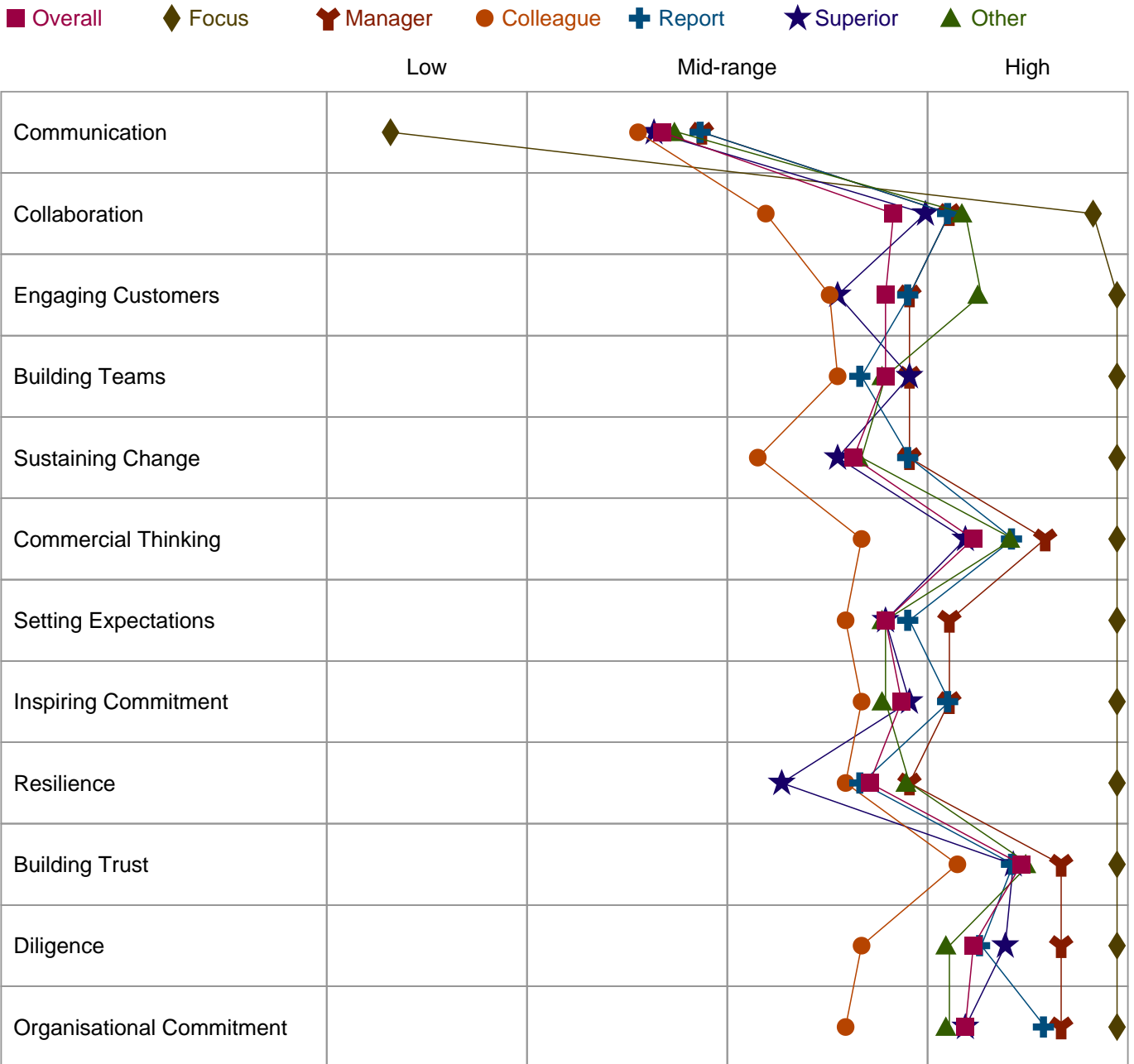
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Benchmark Comparison

The following graph provides a statistical benchmark comparison of Sandrine's competency scores, against a group of others who have also completed the same survey. The graph indicates whether Sandrine's scores, on each competency, are low, mid-range or high when compared with others.



This report was generated using Viewpoint Psychology's assessment platform. For more information please go to:

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