

thought code[®] 360 DEGREE

Subject Name

Sample Person2

Date

August 8, 2020

This analysis is based on the responses given in the online assessment. This analysis should not be used in isolation of other information about this business and is meant to be interpreted based on Thought Code 360 Degree application. The purpose of this analysis is to provide awareness, insight and knowledge only.

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Find Meaning In Your Report

This report contains valuable and constructive feedback on your capability from yourself, managers, peers and reports nominated to provide feedback.

You will receive feedback across three capability areas:

1. Your ability to lead **yourself**: your ability to **focus**, take **action**, and **excel** at what you do
2. Your ability to lead **others**: your ability to **engage** others, help them **grow**, and be **influential**
3. Your ability to lead the **business**: your ability to **drive** the business, **achieve** results and **inspire** others

Within this report you will receive feedback on where you are performing well and where you could improve. Everyone has both strengths and areas for improvement. As you work through the feedback identify where you should focus your time, attention and energy to improve your ability to lead yourself, others and the business.

Whilst this is not strictly a leadership development tool, it will give you insight to help you progress within the business and to feed input into your ongoing development plan.

Please note, that ratings and comments provided by those who contributed to your feedback will inherently be biased based on their individual perspective. Each person's perspective gives you an idea on how you are being perceived across different stakeholder groups within the business and enables you to obtain insights to whether you are being perceived in line with the way you wish to be perceived and your intentions. Sometimes, our intentions may represent one angle, however, our ability to execute on our intentions may need some attention.

There is a development plan at the end of this report where you can capture specific items that you should either continue doing because they are working, stop doing because they are not or start doing as a result of identifying a gap that you believe needs attention.

Sharing this feedback with others will assist you to follow through on development commitments you make and will enable you to receive the support you need.

Summary of Raters

Self	Manager	Peers	Reports	TOTAL
1	1	2	4	8

Rating Scale

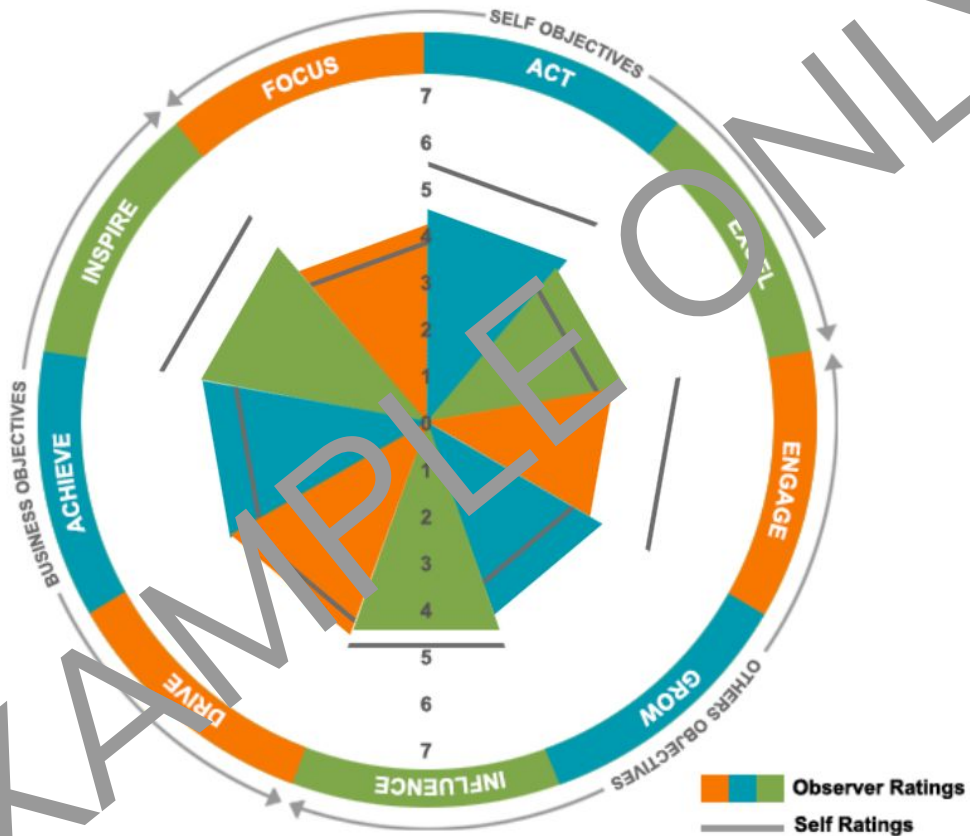
The rating scale utilised in the tool included a range from 1 to 7 with an option for raters to allocate N/A for where they were unable to observe that item. Here is the rating scale to help you put your results in context:

- 1 Does not describe this person at all
- 2 Does not describe this person much
- 3 Does not describe this person very well
- 4 Describes this person somewhat
- 5 Describes this person well
- 6 Describes this person very well
- 7 Describes this person exactly
- N/A Not applicable / Not observed



Summary of Results

Here is a visual summary of your average scores against the major and minor categories and overall average rating across all 54 statements from the perspective of self (you), observers (manager, peers and reports) and your overall average rating. Your top 3 strengths and areas for improvement are also summarised here for you.



Average Rating		Top 3 Strengths	Top 3 Improvement Areas
Self	4.4	Coach and empower others	Allow others to make mistakes so they can learn
Observers (Manager, Peers and Reports)	4.2	Gives timely feedback to develop others	Seek to understand the strengths of those in the team
Total	4.3	Works effectively in a group	Stop spreading self too thin and delegate more



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Overall Item Ratings

The table below provides a summary of your average scores, on a scale of 0-7, for each item in descending order. Read through each item and identify themes amongst the highest and lowest rated items. The scores below do not include your own ratings.

Rank	YOUR SCORE	Item
1	5.7	see things through to completion especially in the face of resistance or setbacks
2	5.4	assign work to others to maximise organisational and individual effectiveness
3	5.1	adapt behaviour in response to new information or changing circumstances
4	5.1	decide and act in uncertain situations without having the total picture
5	5	separate and combine tasks into efficient work-flows to get things done
6	5	anticipate the implications and consequences of situations
7	5	go above and beyond for the good of the business and to support others
8	5	successfully compete with others to strive to be the best
9	4.9	act with confidence without being aggressive
10	4.9	push self and others to perform at a high level and achieve results
11	4.8	lead and engage all members in productive group interactions
12	4.8	seek out opportunities to adapt, improve and reinvent work processes
13	4.8	build internal agreement around a vision or strategy
14	4.8	demonstrate trust in others by giving them room to learn and succeed
15	4.7	create change in the organisation by stretching and challenging the current thinking
16	4.7	seek feedback and gain insights from mistakes
17	4.6	use knowledge and resources to make change happen
18	4.6	inspire and persuade others to voluntarily follow direction and adopt new opinions
19	4.5	create a climate of excellence in which people want to do their best
20	4.5	eliminate roadblocks to focus on what's important
21	4.5	utilise unorthodox methods to generate original and creative ideas
22	4.5	display responsibility, reliability and trustworthiness
23	4.5	endure delays and perseveres calmly without becoming annoyed
24	4.4	settle disputes and differences with minimum noise
25	4.4	adjust behaviour and approach as appropriate to the needs of the situation
26	4.4	function well under pressure



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Rank	YOUR SCORE	Item
27	4.4	get things done through both formal and informal channels
28	4.4	learn quickly when facing new problems
29	4.4	seek out different viewpoints and leverage the benefits of different perspectives
30	4.3	seek ongoing improvement of products, services and processes
31	4.3	help others resolve complex or sensitive disagreements and conflicts
32	4.3	establish and maintain methods to track progress and performance
33	4.3	coordinate multiple activities to establish a course of action
34	4.3	build rapport and put others at ease
35	4.3	help others identify goals and use their talents to achieve those goals
36	4.1	build relationships with others to work towards achieving a common outcome
37	4.1	combine individual strengths to build team strength
38	4	communicate a compelling and inspired vision and purpose
39	4	mediate conflict between individuals and groups to settle disputes equitably
40	3.8	ask questions to clarify and elicit clear information
41	3.8	establish a good work plan and distribute the workload appropriately
42	3.8	diligently attend to details being thorough and accurate
43	3.7	reflect on situations so as not to rush decisions or act impulsively
44	3.6	earn the respect of others through consistent honesty and professionalism
45	3.6	use time effectively and efficiently
46	3.5	stay calm and collected under pressure and in unexpected events
47	3.5	build wide and effective networks
48	3.4	understand the interplay of different strengths within the group
49	3.4	use standards to guide behaviour and attitude
50	3.3	actively seek learning opportunities for others in everyday situations
51	3.3	deal with a problem or situation with minimal planning to seize opportunities
52	3.3	obey rules and impose penalties
53	3.1	respond and relate well to people in all positions
54	2.8	seek learning opportunities from both positive and negative results

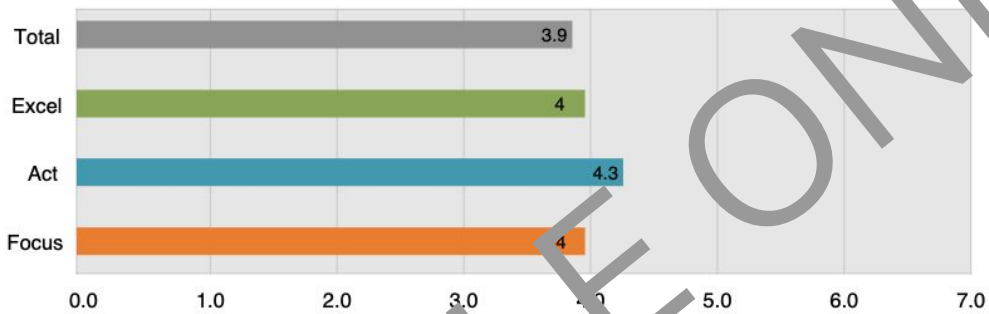


Results Breakdown

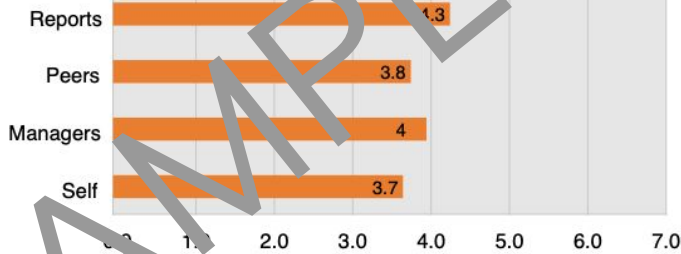
Each of the 54 statements are linked to one of three major categories (self, others, business) and their corresponding minor categories. These charts give you a visual representation of your scores across the major and minor categories helping you identify how you rated yourself in comparison to the other observers.

SELF CAPABILITY

Your ability to focus on what's important, take decisive action and excel at what you do.

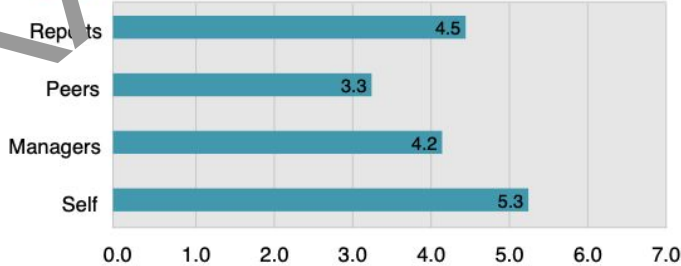


FOCUS



Focus represents your ability to pay attention to details, manage your time and deal with stress and pressure. It is your ability to organise yourself, eliminate noise to focus on what's important and demonstrate discipline.

ACT



Act represents your ability to act with integrity, ethics and trust to build your personal credibility. It is your ability to invest in your knowledge and growth, and to make decisions being mindful of consequences.

EXCEL



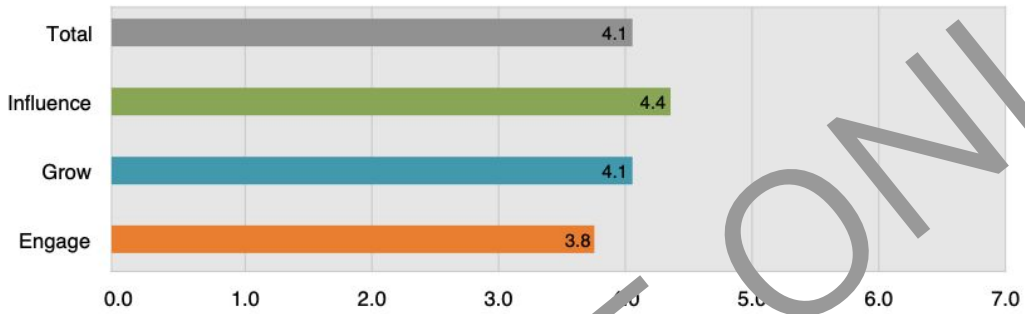
Excel represents your ability to be patient, composed and flexible. It is your ability to take time to reflect on situations and decisions, to learn on the fly and to adapt your approach to different situations and changing circumstances.



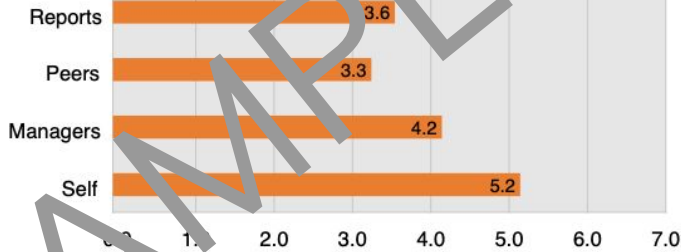
Results Breakdown

OTHERS CAPABILITY

Your ability to engage with other people, facilitate their growth and be influential.

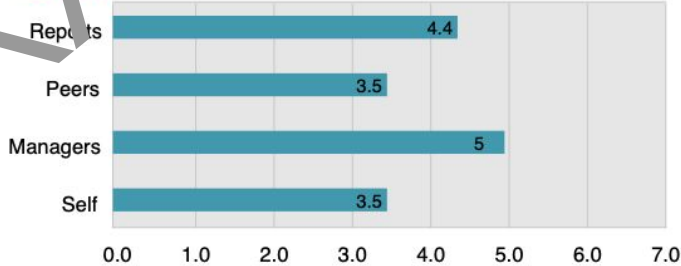


ENGAGE



Engage represents your ability to be approachable and open and listen to others. It is your ability to understand group dynamics, be a team player and network to build effective relationships.

GRW



Grow represents your ability to effectively delegate and direct the work of others so as to create development opportunities for team members. It is your ability to gather and utilise data to negotiate and influence others for business outcomes.

INFLUENCE



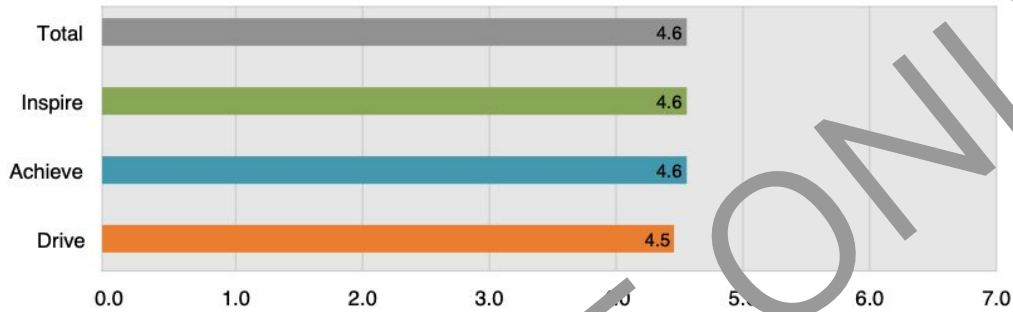
Influence represents your ability to coach and mentor others empower them and being collaborative to facilitate outcomes. It is your ability to drive consensus and mutual accountability around a common outcome and purpose.



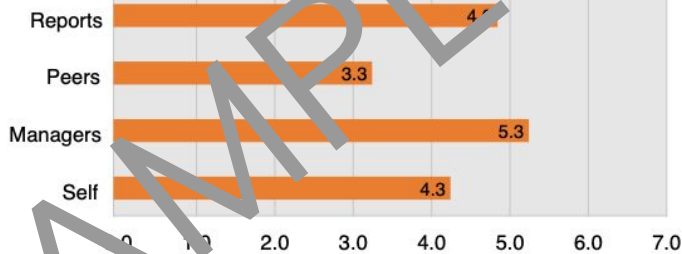
Results Breakdown

BUSINESS CAPABILITY

Your ability to drive the business forward, solve problems to achieve outcomes, and inspire change.

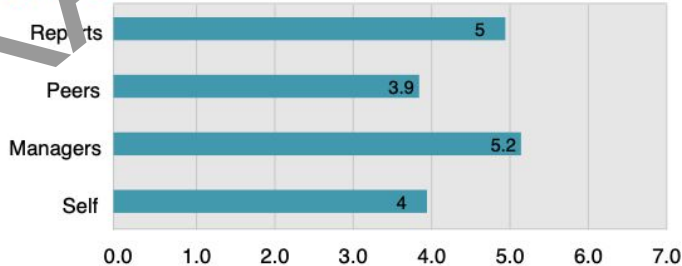


DRIVE



Drive represents your ability to be assertive, have a desire to win and to persevere and be resilient in the face of setbacks. It is your ability to face conflict and difficult circumstances and situations head on to eliminate roadblocks.

ACHIEVE



Achieve represents your ability to be solution focused and solve problems to drive business outcomes. It is your ability to create workflows to maintain the business as well as facilitate innovation and continuous improvement.

INSPIRE



Inspire represents your ability to embrace chaos and ambiguity to drive change within the workplace around a compelling vision and purpose. It is your ability to be of service to others and the business, to harness diversity and challenging current thinking to create an agile workplace.



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Results Breakdown Top 3 MOST

The information below summarises the top 3 rated items within the categories of Self, Others and Business capability. A rating breakdown by observer category is provided for you to notice any patterns.

Items	Self	Manager	Peer	Report	Overall
SELF CAPABILITY					
This person is most able to adapt behaviour in response to new information or changing circumstances	2	6	4.5	4.8	5.1
This person is most able to anticipate the implications and consequences of situations	6	7	3.5	4.5	5
This person is most able to seek feedback and gain insights from mistakes	6	6	3	5	4.7

Items	Self	Manager	Peer	Report	Overall
OTHERS CAPABILITY					
This person is most able to assign work to others to maximise organisational and individual effectiveness	1	7	4.5	4.8	5.4
This person is most able to lead and engage all members in productive group interactions	4	5	5	4.3	4.8
This person is most able to build internal agreement around a vision or strategy	6	7	2.5	4.8	4.8

Items	Self	Manager	Peer	Report	Overall
BUSINESS CAPABILITY					
This person is most able to see things through to completion especially in the face of resistance or setbacks	3	7	4.5	5.5	5.7
This person is most able to decide and act in uncertain situations without having the total picture	4	6	5	4.3	5.1
This person is most able to separate and combine tasks into efficient work-flows to get things done	5	6	4.5	4.5	5



Results Breakdown Top 3 LEAST

The information below summarises the bottom 3 rated items within the categories of Self, Others and Business capability. A rating breakdown by observer category is provided for you to notice any patterns.

Items	Self	Manager	Peer	Report	Overall
SELF CAPABILITY					
This person is least able to use standards to guide behaviour and attitude	4	3	3	4.3	3.4
This person is least able to obey rules and impose penalties	5	3	3	4	3.3
This person is least able to seek learning opportunities from both positive and negative results	4	1	2.5	4.8	2.8

Items	Self	Manager	Peer	Report	Overall
OTHERS CAPABILITY					
This person is least able to actively seek learning opportunities for others in everyday situations	7	2	4.5	3.5	3.3
This person is least able to deal with a problem or situation with minimal planning to seize opportunities	2	1	4	4.8	3.3
This person is least able to respond and relate well to people in all positions	4	1	4	4.3	3.1

Items	Self	Manager	Peer	Report	Overall
BUSINESS CAPABILITY					
This person is least able to help others resolve complex or sensitive disagreements and conflicts	4	6	2	5	4.3
This person is least able to communicate a compelling and inspired vision or purpose	6	5	2.5	4.5	4
This person is least able to mediate conflict between individuals and groups to settle disputes equitably	5	5	2.5	4.5	4



Top Strengths

Observers were asked to select three items that they believed were your greatest strengths. Your overall top 3 strengths are summarised on Page 3 of this report. Below is an overview of all items.

Rank	YOUR SCORE	Item
1	8	Coach and empower others
2	7	Gives timely feedback to develop others
3	6	Works effectively in a group
4	4	Listens well and is approachable
5	3	Acts with integrity and trust
6	3	Shows patience and composure
7	3	Facilitate alignment around goals
8	2	Is well organised
9	2	Can adapt and learn on the fly
10	2	Create efficient work processes
11	1	Communicates clearly and effectively
12	1	Committed to seeing things through to completion
13	0	Seeks to innovate and improve
14	0	Acts decisively in uncertain situations
15	0	Communicates a compelling purpose
16	0	Embraces change and diversity
17	0	Handles difficult conversations with ease
18	0	Drive for results
19	0	Measure and track progress and performance
20	0	Takes time to reflect and gain insight
21	0	Considers consequences of actions and decisions
22	0	Has a growth mindset
23	0	Delegates appropriately to direct others work
24	0	Manages time well
25	0	Collaborate with others to drive outcomes
26	0	Deals well with stress and pressure
27	0	Is assertive and action oriented



Top Areas for Improvement

Observers were asked to select three items that they believed were your greatest areas for improvement. Your overall top 3 improvement areas are summarised on Page 3 of this report. Below is an overview of all items.

Rank	YOUR SCORE	Item
1	5	Allow others to make mistakes so they can learn
2	5	Seek to understand the strengths of those in the team
3	4	Stop spreading self too thin and delegate more
4	3	Be a role model for how you would like others to be
5	3	Stretch and challenge others to improve
6	3	Be more assertive in your approach
7	3	Be more adaptable and flexible in your approach
8	3	Utilise data to measure performance
9	2	Take more time to make decisions
10	2	Provide opportunities for others to grow
11	2	Seek feedback on how you could improve
12	1	Follow through on your commitments
13	0	Create more structure and order
14	0	Set motivating goals to drive high performance
15	0	Pay greater attention to detail
16	0	Ask others for their opinion and point of view
17	0	Focus on the needs of others
18	0	Be more direct and tough
19	0	Communicate with more emotion to inspire others
20	0	Better organise your time
21	0	Listen more to other people
22	0	Respond to stress better
23	0	Consider consequences before making decisions
24	0	Collaborate with others around a common outcome
25	0	Manage emotions better when under pressure
26	0	Take time to get to know others
27	0	Act with more energy and drive



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Comments and Feedback

This section contains feedback provided by each observer. Their feedback is provided here for you, as they entered it within the tool, so that you can read through their responses and obtain context for their ratings. Remember that this is feedback based on individual perception so read through it objectively and match it to the rating based feedback.

Please provide some general feedback on how this individual contributes positively to the team and business.

- Manager** This person is a great person to have on the team. Very thoughtful and considerate of others.
- Peer** Is typically friendly and approachable
- Peer** I really learn a lot from watching this person in action. Great member of the team
- Report** Is very tolerant of everyone in the team
- Report** Very easy person to work for
- Report** I feel encouraged to learn in my own time and at my own pace
- Report** Great communicator, always gives very clear direction



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This section contains feedback provided by each observer. Their feedback is provided here for you, as they entered it within the tool, so that you can read through their responses and obtain context for their ratings. Remember that this is feedback based on individual perception so read through it objectively and match it to the rating based feedback.

Please provide some constructive feedback on where this individual should focus their development to improve

- Manager** Their stretch area is to learn how to delegate more to others to free up their time for more strategic work
- Peer** Tends to create a very safe environment for other people rather than challenge them to grow and learn
- Peer** They really know their team well, however, could benefit from stretching team members more to encourage them to grow and develop
- Report** Would be good to create opportunities for team members to grow. I mentioned a number of ideas but yet to be given the chance to learn something new
- Report** I'm not really challenged being part of the team and would like to be given involved in more senior decisions so I can learn something new
- Report** Perhaps would be good from time to time to be stretched a little further and given opportunities to do things differently



Development Plan

Based on everything you have read in this report there will be some key insights that you have obtained to help you improve your capability. You will have an idea of the behaviours, attitudes and thinking that you should stop doing because it does not serve you or others, things you should continue doing because they are working and things you could start to demonstrate to become more adaptable and flexible in your approach.

Based on this feedback identify three things that you should STOP doing

- 1.
- 2.
- 3.

Based on this feedback identify three things that you should CONTINUE doing

- 1.
- 2.
- 3.

Based on this feedback identify three things that you should START doing

- 1.
- 2.
- 3.

