



360 Candidate Report

Name
OPQ HighEL

Date
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Report introduction

Your 360 report

This report is the result of your recently completed 360 review, including a self-reflection and feedback provided by some of the people you work with. Because it draws upon multiple perspectives a 360 can be a powerful tool in helping you identify your strengths and areas of developmental opportunity at work.

You won't always see your behavior in the same way others do. For instance, if you have direct reports, you may perceive that you're giving them appropriate autonomy in prioritizing tasks, but they may perceive the same behavior as a lack of direction. Understanding where perceptions differ can offer insight into where you might be able to focus your development effort.

Feedback in this report is provided by

Your self-reflection

1 You

All raters

1 Your manager

2 Your direct reports

2 Your colleagues

2 Others you work with

In the report you'll see feedback from different groups combined under "All raters". This always excludes your self-reflection and allows you to easily compare your ratings with those of others.

Competencies and behaviors

In the context of this report a "competency" describes a set of related behaviors that are important for the delivery of the desired results in an area of work.

For example, Decision Making is a **competency** and is associated with the following **behaviors**:

- Making timely decisions
- Making difficult decisions
- Making considered decisions
- Taking accountability for decisions made

CC Creating and Conceptualising

IP Interacting and Presenting

LD Leading and Deciding

EP Enterprising and Performing

AI Analysing and Interpreting

AC Adapting and Coping

SC Supporting and Cooperating

OE Organising and Executing

BN Building the Network

EN Energising the Network

CI Creating Interdependence

EN Enabling the Network

How well raters believed each behavior describes you is reported on a 5-point scale where 1 = "Not well at all" and 5 = "Extremely well"

About this report

This report was generated using the SHL online Standard Multi-rater Feedback System and may include use of SHL's proprietary Universal Competency Framework. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. This report is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. SHL Group Limited and its affiliates can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way. SHL cannot accept any liability if it is.

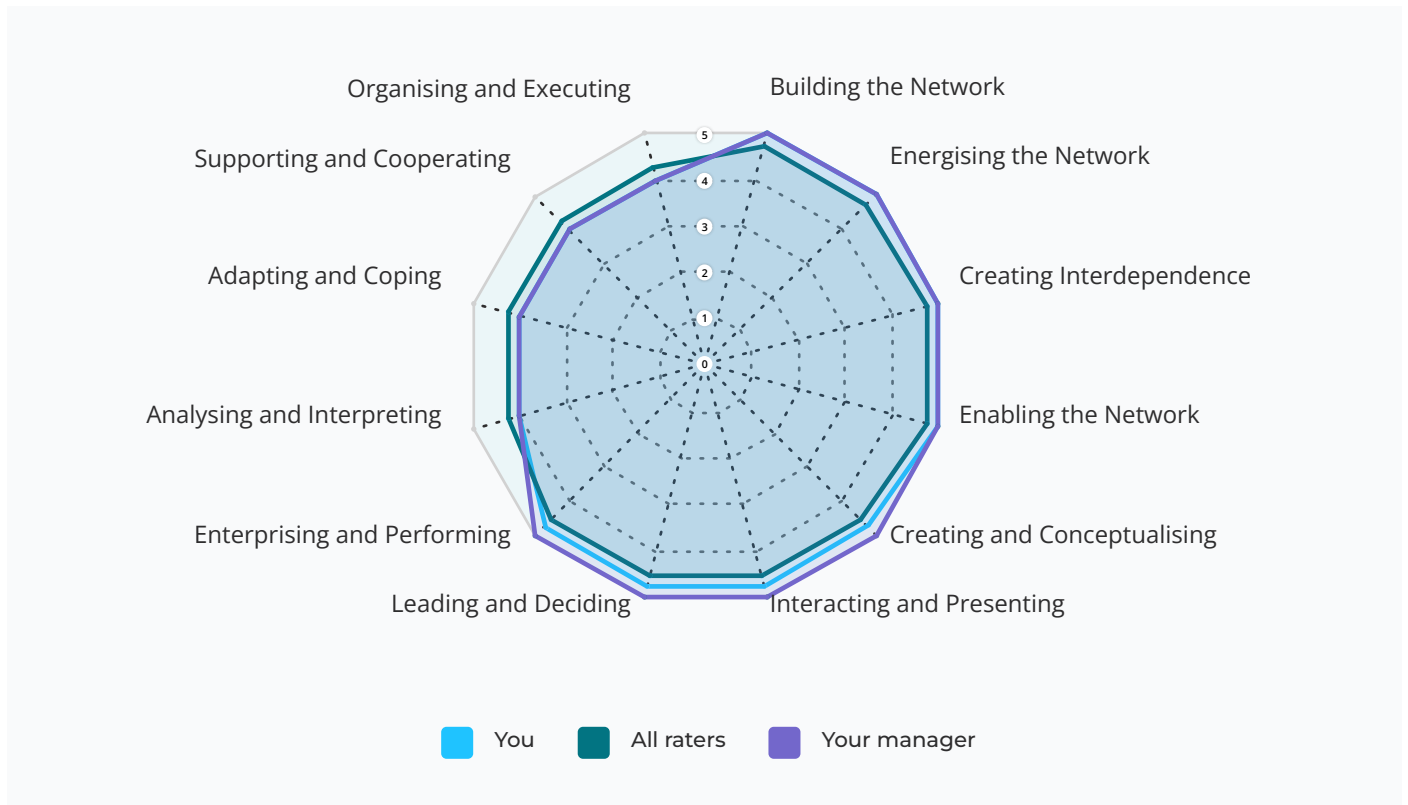
Overview

Alignment

Competency alignment

You may not evaluate your behavior in the same way others evaluate it. You might think you aren't doing well in an area, while others may judge your performance as adequate or even superior. Likewise, there may be areas where you're not working as effectively as you think.

The chart shows the alignment between different rater groups for up to 12 competencies. If more are included these can be found in the companion table.



Competency	You	All raters	Your manager
Building the Network	5.00	4.75	5.00

Energising the Network	5.00	4.75	5.00
Creating Interdependence	5.00	4.75	5.00
Enabling the Network	5.00	4.75	5.00
Creating and Conceptualising	4.75	4.56	5.00
Interacting and Presenting	4.75	4.56	5.00
Leading and Deciding	4.75	4.56	5.00
Enterprising and Performing	4.75	4.56	5.00
Analysing and Interpreting	4.00	4.25	4.00
Adapting and Coping	4.00	4.25	4.00
Supporting and Cooperating	4.00	4.25	4.00
Organising and Executing	4.00	4.25	4.00

Detailed results

Competency ratings

Your behavior may vary depending on who you're interacting with. This can impact how people from different groups perceive how effectively you apply behaviors associated with competencies. This section helps you understand how different groups perceive your behavior by providing the overall average rating for each competency and the average rating from each group (you, your manager, your direct reports, colleagues, and others).

Hidden strengths and blind spots

You may not see your behavior in the same way others do. This is where you may find hidden strengths and blind spots.

Hidden strength

Hidden Strengths represent competencies where you gave yourself a relatively low rating, but that others saw as a strength. These could be areas you can capitalize on.

Blind Spot

Blind spots are areas where you rated yourself highly compared to others who gave you lower ratings. This could mean you are not applying yourself as well as you think in relation to these competencies.

Other things to look for

- **High and low competency ratings:** Competencies rated high reveal behaviors that you could immediately leverage in your role. Competencies rated low reveal behaviors where you might want to take steps to enhance your skills.
- **Differences between rater groups:** This may indicate that you behave differently depending on your organizational relationship with people. Reflect on why this might be and if it is a beneficial approach or not.

Transformational Leadership



Creating and Conceptualising



Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Thinks broadly and strategically. Supports and drives organisational change.

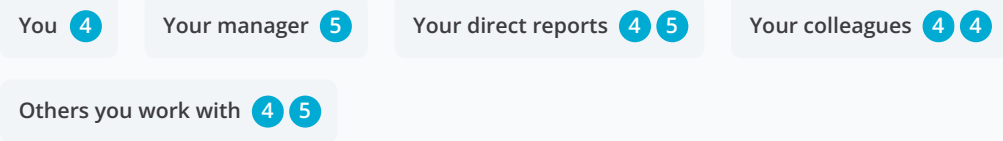
You	4.75/5
Your manager	5.00/5
Your colleagues	4.00/5
Your direct reports	4.50/5
Others you work with	4.75/5

Rating distribution

This section shows how individuals within each group rated you on different behaviors. How individual ratings were distributed shows how much agreement there was between the different members of each group. This information can help you when it comes to prioritizing behaviors to develop or leverage.

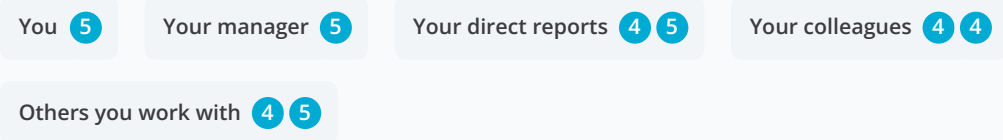
Behaviour: Defines strategic objectives that outline an effective long-term vision or direction for the team, department or company as a whole

Strength



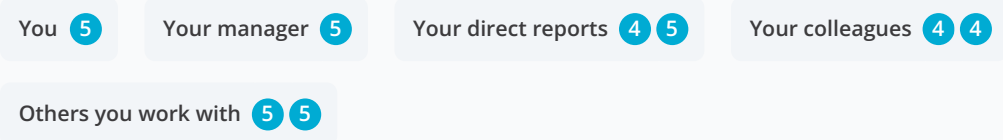
Behaviour: Absorbs new information quickly

Strength



Behaviour: Takes risks to experiment with new ideas

Strength



Behaviour: Views things from a unique or non-traditional perspective

Strength

You 5

Your manager 5

Your direct reports 4 5

Your colleagues 4 4

Others you work with 5 5

Interacting and Presenting

4.56/5

Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner.

You	4.75/5
Your manager	5.00/5
Your colleagues	4.00/5
Your direct reports	4.50/5
Others you work with	4.75/5

Behaviour: Manages disagreements with tact and diplomacy

Strength

You 5

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

Behaviour: Influences the course of discussions or decisions in ways they intend, without relying on formal authority

Strength

You 4

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

Behaviour: Creates excitement for and commitment to the company vision among employees

Strength

You 5

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

Behaviour: Adjusts behaviour based on how they think other people will react

Strength

You 4

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

Leading and Deciding

4.56/5

Takes control and exercises leadership. Initiates action, gives direction and takes responsibility.

You	4.75/5
Your manager	5.00/5
Your colleagues	4.00/5
Your direct reports	4.50/5
Others you work with	4.75/5

Behaviour: Makes well-reasoned decisions that positively impact the team and the company

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Provides clear direction that lets team members know what is expected of them and when

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Provides team members a 'big picture' view of their work so they can make decisions that are aligned with team and company objectives

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Clearly links recognition and/or rewards to employee job performance

Strength

You 4

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Provides accurate assessments and feedback of employee performance

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Provides employees with the time and resources they need to effectively pursue self-development opportunities

Strength

You 4

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Motivates employees by relating their tasks and objectives to outcomes that matter to them (e.g., rewards, career growth, interests, company success)

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

Enterprising and Performing

4.56/5

Focuses on results and achieving personal work objectives. Works best when work is related closely to results and the impact of personal efforts is obvious. Shows an understanding of business, commerce and finance. Seeks opportunities for self-development and career advancement.

You	4.75/5
Your manager	5.00/5
Your colleagues	4.00/5
Your direct reports	4.50/5
Others you work with	4.75/5

Behaviour: Sets challenging goals in order to complete ambitious projects

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Strives for constant development and improvement of the team

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Uses financial information to monitor organisational performance and guide decisions

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 5 5

Others you work with 4 5

Transactional Leadership



Analysing and Interpreting

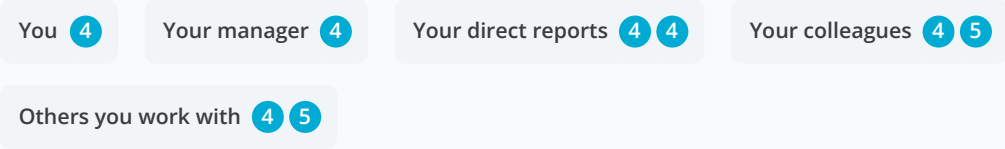


Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively. Quickly takes on new technology. Communicates well in writing.

You	4.00/5
Your manager	4.00/5
Your colleagues	4.50/5
Your direct reports	4.00/5
Others you work with	4.50/5

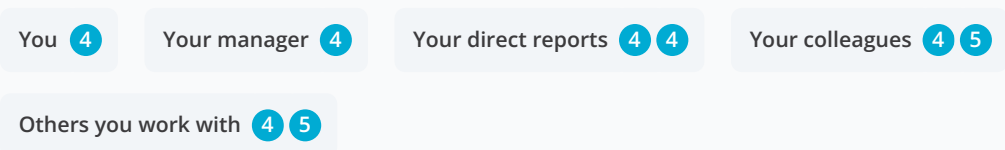
Behaviour: Identifies the strengths and weaknesses of alternative approaches through the systematic use of logic and/or analytical techniques

Strength



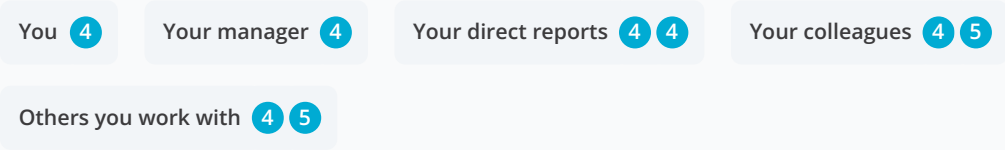
Behaviour: Demonstrates detailed job knowledge and expertise

Strength



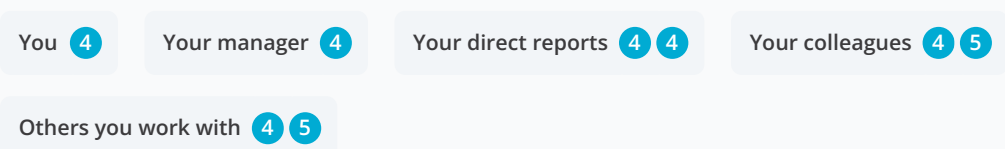
Behaviour: Writes clearly and succinctly, avoiding unnecessary complicated language

Strength



Behaviour: Keeps up to date with emerging trends in the industry

Strength



Behaviour: Comes up with practical solutions to problems

Strength

You 4

Your manager 4

Your direct reports 4 4

Your colleagues 4 5

Others you work with 4 5

Adapting and Coping



Adapts and responds well to change. Manages pressure effectively and copes well with setbacks.

You	4.00/5
Your manager	4.00/5
Your colleagues	4.50/5
Your direct reports	4.00/5
Others you work with	4.50/5

Behaviour: Provides guidance and support that help team members adjust quickly to changes without losing work quality or productivity

Strength

You 5

Your manager 4

Your direct reports 5 5

Your colleagues 4 5

Others you work with 4 4

Behaviour: Maintains composure in stressful situations (e.g., when faced with resistance, failure, interpersonal conflict, or demanding time frames)

Strength

You 4

Your manager 4

Your direct reports 5 5

Your colleagues 4 5

Others you work with 4 4

Behaviour: Willingly tackles new problems without prior information

Strength

You 5

Your manager 4

Your direct reports 5 5

Your colleagues 4 5

Others you work with 4 4

Behaviour: Adapts to changing needs

Strength

You 4

Your manager 4

Your direct reports 5 5

Your colleagues 4 5

Others you work with 4 4

Behaviour: Adapts to changing circumstances

Strength

You 5

Your manager 4

Your direct reports 5 5

Your colleagues 4 5

Others you work with 4 4

Behaviour: Accepts it when things do not go their way

Strength

You 5

Your manager 4

Your direct reports 5 5

Your colleagues 4 5

Others you work with 4 4

Supporting and Cooperating

4.25/5

Supports others and shows respect and positive regard for them in social situations. Puts people first, working effectively with individuals and teams, clients and staff. Behaves consistently with

You	4.00/5
Your manager	4.00/5
Your colleagues	4.50/5
Your direct reports	4.00/5
Others you work with	4.50/5

Behaviour: Recognises the attitudes, preferences, emotions, strengths, and weaknesses of others and adjusts approach accordingly

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 5 5

Behaviour: Successfully works with people from different cultures and backgrounds

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 5 5

Behaviour: Makes decisions and interacts with people in a way that is consistent with accepted moral and ethical business principles and standards

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 5 5

Behaviour: Sets an example in their work behaviour that people want to emulate

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 5 5

Behaviour: Improves own performance by incorporating the input and ideas of others

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 5 5

Behaviour: Gets the input or approval of others before taking action or making decisions

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 5 5

Organising and Executing

4.25/5

Plans ahead and works in a systematic and organised way. Follows directions and procedures. Focuses on customer satisfaction and delivers a quality service or product to the agreed standards.

You	4.00/5
Your manager	4.00/5
Your colleagues	4.50/5
Your direct reports	4.00/5
Others you work with	4.50/5

Behaviour: Creates an environment in which understanding and addressing customer needs (internal or external) are top priorities for the team

Strength

You **4** Your manager **4** Your direct reports **4 5** Your colleagues **5 5**

Others you work with **4 5**

Behaviour: Produces plans that outline the steps and resources needed to efficiently attain objectives

Strength

You **5** Your manager **4** Your direct reports **4 5** Your colleagues **5 5**

Others you work with **4 5**

Behaviour: Allocates resources in line with the most important team and company objectives

Strength

You **4** Your manager **4** Your direct reports **4 5** Your colleagues **5 5**

Others you work with **4 5**

Behaviour: Holds team members accountable for delivering high quality and error-free work

Strength

You **5** Your manager **4** Your direct reports **4 5** Your colleagues **5 5**

Others you work with **4 5**

Behaviour: Holds team members accountable for meeting required or promised deadlines

Strength

You 4

Your manager 4

Your direct reports 4 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Closely follows rules or procedures

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 5 5

Others you work with 4 5

Behaviour: Completes tasks and/or assignments on time

Strength

You 4

Your manager 4

Your direct reports 4 5

Your colleagues 5 5

Others you work with 4 5

Network Leadership



Building the Network

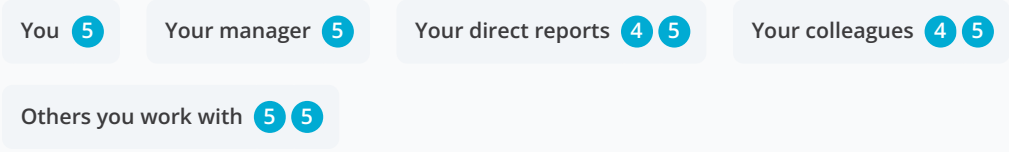


Building connections across team and organisational boundaries.

You	5.00/5
Your manager	5.00/5
Your colleagues	4.50/5
Your direct reports	4.50/5
Others you work with	5.00/5

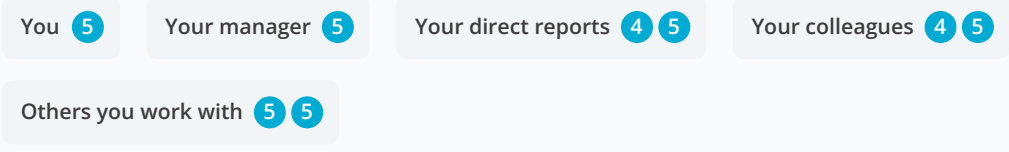
Behaviour: Aids employees in connecting with others (inside or outside the company) who can add value to or help them better do their jobs

Strength



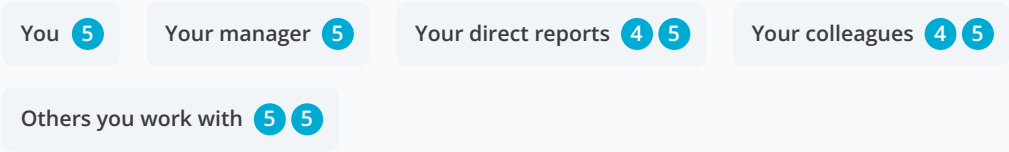
Behaviour: Updates networks to involve new stakeholders and team members when conditions change

Strength



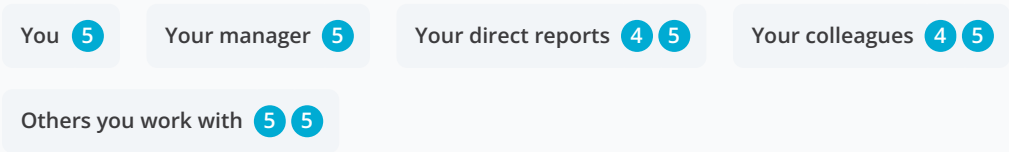
Behaviour: Leverages existing working relationships with people outside of the team to accomplish work more effectively or efficiently

Strength



Behaviour: Uses understanding of the operations, structure, and goals of the organisation to get things done more readily or effectively

Strength



Energising the Network

4.75/5

Creating the right kind of tension that spurs innovation.

You	5.00/5
Your manager	5.00/5
Your colleagues	4.50/5
Your direct reports	4.50/5
Others you work with	5.00/5

Behaviour: Implements policies, practices, procedures, and/or rewards that encourage others to identify and develop new ideas

Strength

You **4** Your manager **5** Your direct reports **4 4** Your colleagues **4 5**

Others you work with **5 5**

Behaviour: Introduces information, challenges, or questions to stimulate team members to think in new and different ways

Strength

You **4** Your manager **5** Your direct reports **4 4** Your colleagues **4 5**

Others you work with **5 5**

Behaviour: Sets the expectation that team members first try to work through problems or differences before seeking help

Strength

You **4** Your manager **5** Your direct reports **4 4** Your colleagues **4 5**

Others you work with **5 5**

Behaviour: Promotes dialogue and debate to challenge traditional assumptions, ideas, and approaches

Strength

You **4** Your manager **5** Your direct reports **4 4** Your colleagues **4 5**

Others you work with **5 5**

Behaviour: Encourages the team to take risks and experiment with new ideas

Strength

You 4

Your manager 5

Your direct reports 4 4

Your colleagues 4 5

Others you work with 5 5

Creating Interdependence

4.75/5

Enabling autonomy in the network and a need for members to collaborate with each other.

You	5.00/5
Your manager	5.00/5
Your colleagues	4.50/5
Your direct reports	4.50/5
Others you work with	5.00/5

Behaviour: Helps the team learn from one another

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 4 5

Behaviour: Gives team members the autonomy and authority to determine how to best complete their work

Strength

You 4

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 4 5

Behaviour: Promotes and facilitates coordination and cooperation among members of the team

Strength

You 5

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 4 5

Behaviour: Creates situations for informal leaders to emerge

Strength

You 4

Your manager 4

Your direct reports 4 5

Your colleagues 4 5

Others you work with 4 5

Enabling the Network

4.75/5

Ensuring that the network functions effectively within the larger organisational context.

You	5.00/5
Your manager	5.00/5
Your colleagues	4.50/5
Your direct reports	4.50/5
Others you work with	5.00/5

Behaviour: When working with people inside the team, helps them be more effective than they would be if they were working alone

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 5 5

Behaviour: Helps team members overcome obstacles and obtain resources, support, and cooperation from other areas of the company

Strength

You 5

Your manager 4

Your direct reports 5 5

Your colleagues 5 5

Others you work with 5 5

Behaviour: When working with people outside the team, helps them be more effective than they would be if they were working alone

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 5 5

Behaviour: Effectively transfers great ideas from other parts of the organisation

Strength

You 5

Your manager 4

Your direct reports 5 5

Your colleagues 5 5

Others you work with 5 5

Action plan

Building your action plan

While this report may offer valuable insight into your current strengths and development needs, the real benefit comes in reflecting on it and using it to develop an action plan to leverage your strengths and develop the areas where you want to be more effective, both in your current and future roles.

Ongoing communication with your manager will help ensure you have a shared understanding of where you're focusing your efforts and what resources you'll need.

Behaviors to include in your plan

IP Interacting and Presenting

Behaviour: Manages disagreements with tact and diplomacy

Strength

You 5

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

IP Interacting and Presenting

Behaviour: Influences the course of discussions or decisions in ways they intend, without relying on formal authority

Strength

You 4

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

IP Interacting and Presenting

Behaviour: Creates excitement for and commitment to the company vision among employees

Strength

You 5

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

IP Interacting and Presenting

Behaviour: Adjusts behaviour based on how they think other people will react

Strength

You 4

Your manager 5

Your direct reports 4 5

Your colleagues 5 5

Others you work with 5 5

LD Leading and Deciding

Behaviour: Makes well-reasoned decisions that positively impact the team and the company

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

LD Leading and Deciding

Behaviour: Provides clear direction that lets team members know what is expected of them and when

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

LD Leading and Deciding

Behaviour: Provides team members a 'big picture' view of their work so they can make decisions that are aligned with team and company objectives

Strength

You 5

Your manager 5

Your direct reports 5 5

Your colleagues 5 5

Others you work with 4 5

LD Leading and Deciding

Behaviour: Clearly links recognition and/or rewards to employee job performance

Strength

- You **4**
- Your manager **5**
- Your direct reports **5 5**
- Your colleagues **5 5**
- Others you work with **4 5**

EN Enabling the Network

Behaviour: When working with people inside the team, helps them be more effective than they would be if they were working alone

Strength

- You **5**
- Your manager **5**
- Your direct reports **5 5**
- Your colleagues **5 5**
- Others you work with **5 5**

EN Enabling the Network

Behaviour: When working with people outside the team, helps them be more effective than they would be if they were working alone

Strength

- You **5**
- Your manager **5**
- Your direct reports **5 5**
- Your colleagues **5 5**
- Others you work with **5 5**