



Flow® 360 Report

Sample 360 Report

Report Generated: July 1, 2024

CONFIDENTIAL



Sample Company

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Introduction



Welcome to your Flow 360® Feedback Report

Flow 360 is a development tool designed to provide a well-rounded view of your performance and behaviour in the workplace. It is designed to help you understand areas where you excel, and should continue to foster, and areas where improvement will lead to greater success. The report also provides insight into how your actions in specific situations impact others around you.

The process is designed to identify how you are perceived by various stakeholders who interact with you. The assessment survey was created to get a measure of how you and others rate your performance against a specific set of leadership behaviours.

Your report has been generated using the information gathered from the different sets of observers: Self (you), your Manager, Peers, and Direct Reports who have provided feedback.

Understanding your Report

Remember as you read this report, the ratings given by the other people who completed the survey reflect their perceptions of you, not objective truths. In other words, the information contained in the report is the subjective opinion of others. These perceptions may provide valuable insights for your development, so it's important to spend time making sense of the messages. But don't forget they're based on how others see you compared with how you see yourself.

You and your raters were asked to respond to a series of questions using a 5-point scale to rate your performance.

Your report identifies the ratings from you and your Manager from each area of the survey. Ratings from your Peers and Direct reports are combined so you can see how each different group rated your performance.

Next Steps

Review Your Report: Take the time to read through your report carefully.

Seek Clarification: If anything is unclear, don't hesitate to reach out to your HR department or manager.

Create a Development Plan: Use the insights to formulate a plan for your continued growth and success.

Remember, Flow 360 is a tool for growth, not a critique. Approach it with an open mind, ready to learn and grow. Your commitment to understanding and acting on this feedback is the key to your ongoing success and development.

Rater Groups

Relationship Key

The scores in the details section of your report have been colour coded to indicate the relationship category of the rater. The number in each circle corresponds to the groups of individual invited to participate in this review.



Rating Scale

You and your raters were asked to provide feedback to a number of multiple choice questions using a five point rating scale. The table below shows the scale as it relates to the frequency and percentage of time the behaviour is demonstrated. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'No Opportunity' then that score will have been ignored in any calculations of averages or rankings in your report.

Rating	N/O	1	2	3	4	5
Frequency	No opportunity to observe	Almost never	Rarely	Sometimes	Often	Almost Always
Ability	–	Clear limitation	Not very good	Good	Very good	Clear strength
Percentage of Demonstration	–	1–20%	21–40%	41–60%	61–80%	81–100%

Ten competencies were selected to be measured in this report.

Competency Results Graph

The graph below shows scores for each rating group across all competencies measured. This provides you with an early snapshot for spotting gaps between your rater groups' perceptions and your own. More favourable scores fall toward the outside of the graph.

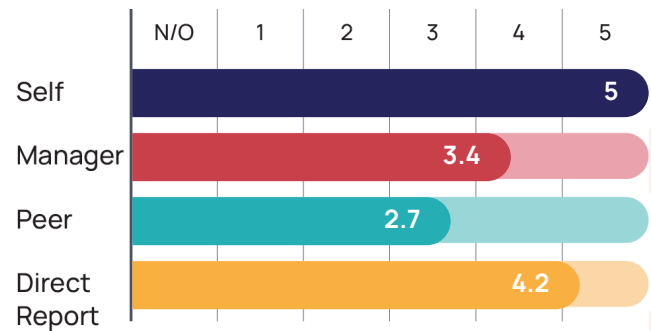


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Summary of Competencies

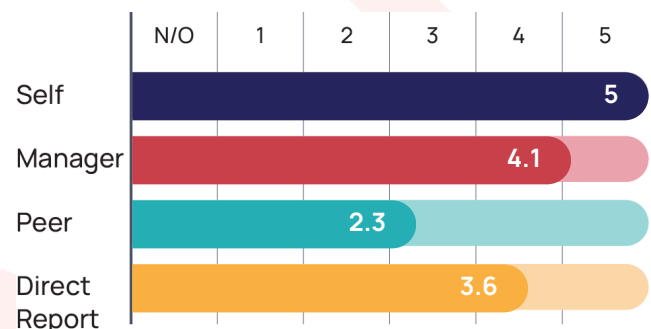
Leading change

The capacity to anticipate, respond and adapt to changing circumstances, address problems and provide solutions in a climate of volatility, uncertainty, complexity and ambiguity—the ability to initiate and to lead transformation efforts and guide others through transition in an environment of constant change.



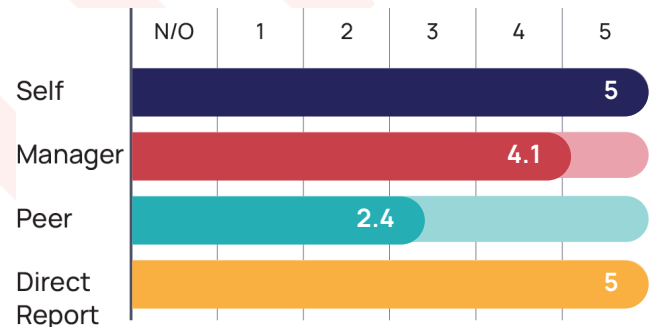
Communicating effectively

The competency to influence, exchange ideas, thoughts, opinions, knowledge, and data so that the message is received and understood. Being receptive to others' points of view and able to structure messages with clarity, consistency, and regularity.



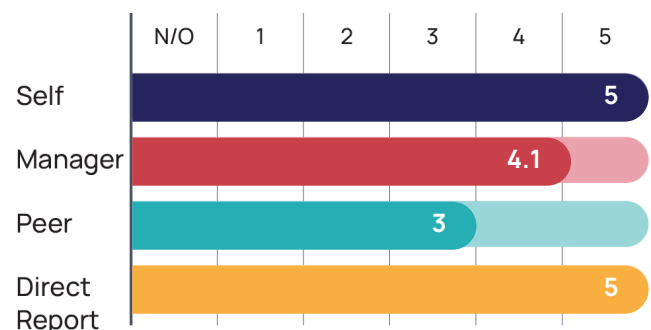
People development

The aptitude to build upon an employees' existing skills and improve performance by identifying new opportunities for growth. Encourages and promotes a mindset that helps people build resilience and develop their talents to maximise their potential.



Providing motivation

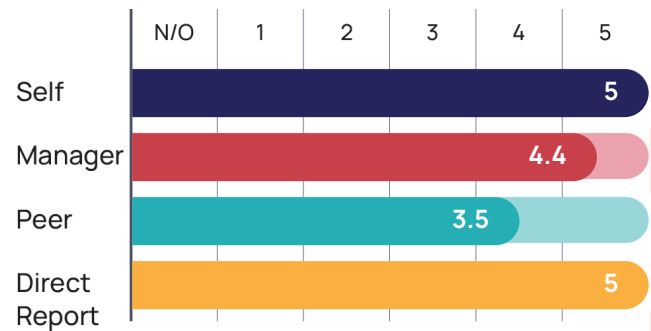
The capability to create an environment that supports and inspires individuals and teams to be engaged and give their best. Offering appreciation and feedback as well as acknowledging and celebrating successes.



Summary of Competencies

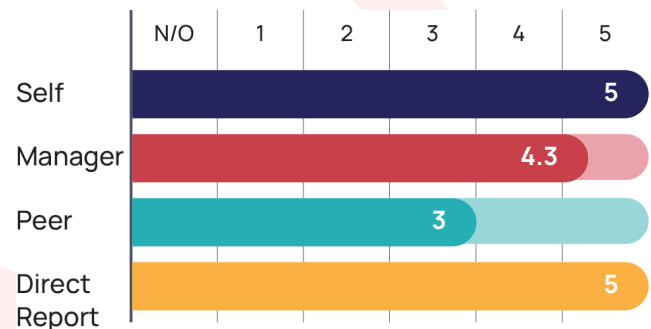
Building trust

The ability to lead by example and create a positive relationship with team members. Demonstrates expertise and sound judgment, keeps promises and consistently follows through on any commitments made.



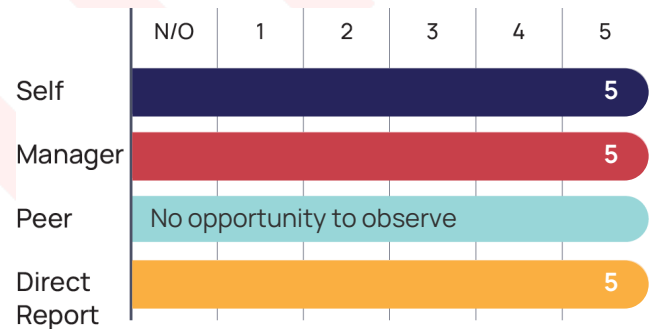
Promoting teamwork

The skill to create an environment for people to work collaboratively toward a common goal. Clearly defines roles and responsibilities for every team member and fosters honest and open communication between all.



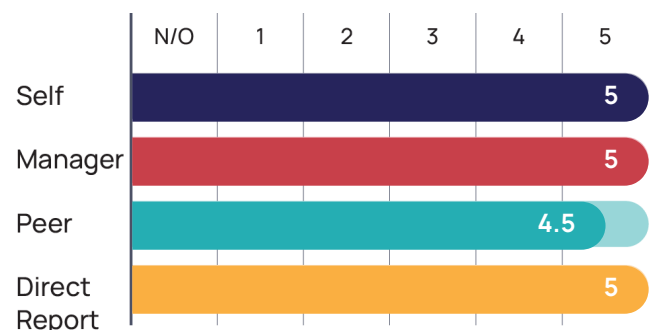
Results orientation

The capability to maintain and nurture a result oriented culture. Effectively manages the team to produce results based on an environment of trust, respect, openness to different perspectives and accountability. Able to balance the pressure for outcomes with the needs of their team members.



Empowering people

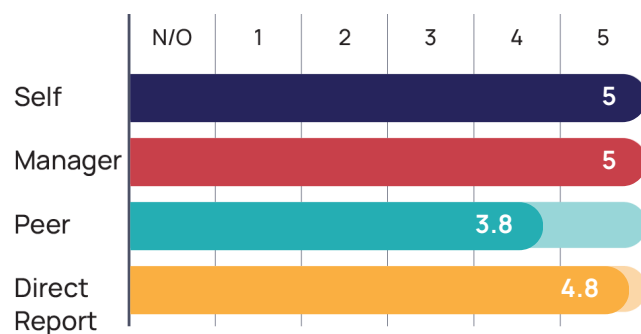
The willingness to share information, rewards, and responsibility with team members. Offers support and guidance for building each person's individual capabilities and skills and encourages personal success by allowing them authority and autonomy.



Summary of Competencies

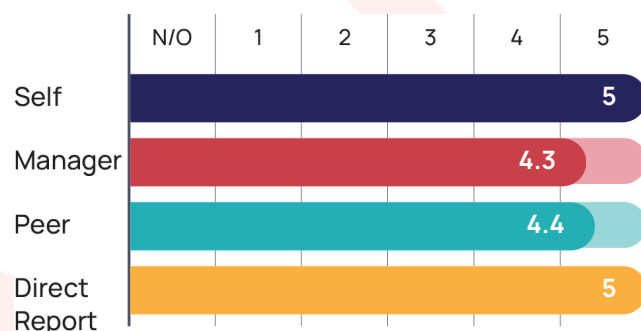
Displaying authenticity

The desire to act in a natural, genuine, and sincere way that is true to who they are as an individual. Emphasises transparency, honours commitments and encourages these behaviours in others.



Demonstrating integrity

The determination to do the right thing even when nobody is watching. Behaving honestly and consistently adhering to high ethical standards because it's the right thing to do 'not for any perceived benefit' they will achieve.



Detailed Summary per Competency

Leading change

	Self	Manager	Peer	Direct Report	Average
Is willing to take risks and open to new ways of doing things that challenge conventional thinking	5	5	5	3	4.5
Quickly identifies when things aren't working and a change in approach is required	5	1	1	1	2
Influences and involves the team in generating new ideas for improvement	5	4	3	2	3.5
Translates ideas and concepts into easily understood solutions	5	5	4	5	4.8
Is open to feedback and suggestions from others	5	2	2	5	3.5
Keeps a close eye on all team members to ensure they remain fully engaged and committed as changes take place	5	3	3	5	4
Ensures that any changes required are on track to achieve the desired result	5	4	1	5	3.8
Overall Average:					3.7

Notes:

Detailed Summary per Competency

Communicating effectively

	Self	Manager	Peer	Direct Report	Average
Communicates information and decisions clearly, effectively and in a timely manner	5	5	2.5	N/O	4.2
Is receptive to feedback and responds appropriately when challenged	5	4	3	N/O	4
Expresses thoughts and feelings in a way that is sensitive to those involved	5	4	1.5	5	3.9
Influences others and invites their views and opinions	5	4	2.5	2	3.4
Provides constructive feedback on behaviour and performance	5	3	1.5	4	3.4
Communicates in a manner that inspires trust and confidence	5	5	2.5	3	3.9
Checks in with people to ensure the message is understood	5	4	2.5	4	3.9
Overall Average:					3.8

Notes:

Detailed Summary per Competency

People development

	Self	Manager	Peer	Direct Report	Average
Accurately identifies what people are good at and spots opportunities for personal growth	5	5	1.5	4.5	4
Teaches by example and gets appropriately involved in day-to-day activities	5	4	2.5	5	4.1
Good at selecting, inspiring, mentoring and retaining talented people	5	5	2	5	4.3
Provides challenging assignments and encourages people to stretch themselves	5	4	3	5	4.3
Holds regular conversations with team members about their personal development	5	5	3	5	4.5
Takes an individual approach to recognising and cultivating the talents of each team member	5	3	1.5	5	3.6
Uses a coaching approach to unlock and enable the potential of each team member	5	3	3	5	4
Overall Average:					4.1

Notes:

Detailed Summary per Competency

Providing motivation	Self	Manager	Peer	Direct Report	Average
Takes time to discover what motivates and stresses individuals	5	4	3	5	4.3
Shows genuine humility and makes people feel appreciated for their efforts and achievements	5	5	3	5	4.5
Gives praise and recognition when appropriate	5	4	3	5	4.3
Involves others and encourages full participation and collaboration	5	4	3	5	4.3
Demonstrates belief in the abilities of people	5	4	3	5	4.3
Displays a high level of resilience in the face of obstacles and setbacks and helps navigate the team towards solutions	5	4	3	5	4.3
Recognises effort and intention in the face of failure and encourages learning	5	4	3	5	4.3
Overall Average:					4.3

Notes:

Detailed Summary per Competency

Building trust

	Self	Manager	Peer	Direct Report	Average
Creates channels and platforms for people to speak up and challenge the status quo safely and with respect	5	3	3.5	5	4.1
Keeps promises and consistently follows through on commitments	5	5	2	4.5	4.1
Is not afraid of showing vulnerability and admits mistakes openly	5	5	2	5	4.3
Demonstrates appreciation for the unique differences and perspectives of all	5	5	2	5	4.3
Empowers people to make decisions and trusts team members to manage and continuously improve their work	5	5	2	5	4.3
Gives honest, fair and constructive feedback to all team members	5	3	2	5	3.8
Looks for common ground and builds cooperation even in challenging circumstances	5	5	2	5	4.3
Overall Average:					4.2

Notes:

Detailed Summary per Competency

Promoting teamwork	Self	Manager	Peer	Direct Report	Average
Enables and encourages everyone in the team to contribute	5	5	3	5	4.5
Encourages healthy competition, disagreement and constructive conflict among the team	5	4	3	5	4.3
Clearly defines the roles and responsibilities for each member of the team	5	4	3	5	4.3
Challenges behaviours that do not align with the team's values	5	4	3	5	4.3
Encourages a strong sense of team spirit	5	5	3	5	4.5
Takes responsibility for the teams actions	5	4	3	5	4.3
Actively promotes the benefits of working collaboratively	5	4	3	5	4.3
Overall Average:					4.4

Notes:

Detailed Summary per Competency

Results orientation

	Self	Manager	Peer	Direct Report	Average
Constantly reviews and monitors progress against agreed targets	5	5	N/O	5	5
Sets high standards for performance and holds people accountable	5	5	N/O	5	5
Responds positively, with commitment and enthusiasm to setbacks and obstacles	5	5	N/O	5	5
Articulates expectations for others and communicates the benefits	5	5	N/O	5	5
Balances the need for results with the health and well-being of team members	5	5	N/O	5	5
Guides the pace of the team to achieve the best result	5	5	N/O	5	5
Demonstrates the ability to pause, reflect and plan for best results in the face of urgency	5	5	N/O	5	5
Overall Average:					5

Notes:

Detailed Summary per Competency

Empowering people

	Self	Manager	Peer	Direct Report	Average
Delegates tasks and responsibilities effectively amongst team members taking their current abilities into consideration	5	5	4.5	5	4.9
Empowers people to make decisions and gives them space and support to learn from mistakes	5	5	4	5	4.8
Provides accurate and timely feedback to help people develop	5	5	4.5	5	4.9
Seeks input of team members when making important decisions	5	5	4	5	4.8
Brings out the best in people	5	5	4	5	4.8
Recognises the contribution of team members to collective achievements	5	5	5	5	5
Gives people the appropriate freedom and authority they need to make decisions and take action	5	5	5	5	5
Overall Average:					4.9

Notes:

Detailed Summary per Competency

Displaying authenticity

	Self	Manager	Peer	Direct Report	Average
Is not afraid to show their personality and be themselves	5	5	4	4.5	4.6
Consistently follows through on commitments	5	5	5	5	5
Treats everyone with dignity, fairness and respect	5	5	3	5	4.5
Shows humility and admits mistakes	5	5	4	5	4.8
Is aware and takes responsibility for their thoughts, feelings and behaviours	5	5	3	5	4.5
Stays to true to their word	5	5	4.5	5	4.9
Demonstrate through actions that they hold themselves to the same high ethical standards as they expect from others	5	5	3.5	4	4.4
Overall Average:					4.7

Notes:

Detailed Summary per Competency

Demonstrating integrity

	Self	Manager	Peer	Direct Report	Average
Always follows through on commitments and promises	5	5	4.5	5	4.9
Uses their position and authority with care and restraint	5	4	4.5	5	4.6
Is honest, trustworthy and reliable	5	N/O	4	5	4.7
Can be trusted to represent the best interests of the team	5	4	4.5	5	4.6
Shares the credit and recognises and acknowledges people for their contributions in an appropriate manner	5	4	4	5	4.5
Openly supports views and decisions that are right or fair, even if they are not popular	5	4	4	5	4.5
Takes responsibility and accountability for their actions, good or bad	5	5	5	5	5
Overall Average:					4.7

Notes:

3

Survey Items

Highest-Rated Items

This section lists the 10 highest rated items identified by you and your raters. These are your most frequently observed behaviours and recognised as particular leadership strengths.

Statement	Competency	Self	Manager	Peer	Direct Report	Average
Takes responsibility and accountability for their actions, good or bad	Demonstrating integrity	5	5	5	5	5
Consistently follows through on commitments	Displaying authenticity	5	5	5	5	5
Sets high standards for performance and holds people accountable	Results orientation	5	5	N/O	5	5
Responds positively, with commitment and enthusiasm to setbacks and obstacles	Results orientation	5	5	N/O	5	5
Articulates expectations for others and communicates the benefits	Results orientation	5	5	N/O	5	5
Balances the need for results with the health and well-being of team members	Results orientation	5	5	N/O	5	5
Guides the pace of the team to achieve the best result	Results orientation	5	5	N/O	5	5

Highest-Rated Items continuation

Statement	Competency	Self	Manager	Peer	Direct Report	Average
Demonstrates the ability to pause, reflect and plan for best results in the face of urgency	Results orientation	5	5	N/O	5	5
Recognises the contribution of team members to collective achievements	Empowering people	5	5	5	5	5
Gives people the appropriate freedom and authority they need to make decisions and take action	Empowering people	5	5	5	5	5

Notes:

Survey Items continuation

Lowest-Rated Items

This section lists the 10 lowest rated items identified by you and your raters. These are your least frequently observed behaviours and recognised as particular leadership limitations.

Statement	Competency	Self	Manager	Peer	Direct Report	Average
Quickly identifies when things aren't working and a change in approach is required	Leading change	5	1	1	1	2
Influences others and invites their views and opinions	Communicating effectively	5	4	2.5	2	3.4
Provides constructive feedback on behaviour and performance	Communicating effectively	5	3	1.5	4	3.4
Influences and involves the team in generating new ideas for improvement	Leading change	5	4	3	2	3.5
Is open to feedback and suggestions from others	Leading change	5	2	2	5	3.5
Takes an individual approach to recognising and cultivating the talents of each team member	People development	5	3	1.5	5	3.6
Ensures that any changes required are on track to achieve the desired result	Leading change	5	4	1	5	3.8

Lowest-Rated Items continuation

Statement	Competency	Self	Manager	Peer	Direct Report	Average
Gives honest, fair and constructive feedback to all team members	Building trust	5	3	2	5	3.8
Checks in with people to ensure the message is understood	Communicating effectively	5	4	2.5	4	3.9
Expresses thoughts and feelings in a way that is sensitive to those involved	Communicating effectively	5	4	1.5	5	3.9

Notes:

Potential Blind Spots

This section presents items with a minimum of a 2-point scoring difference and may suggest disagreement between respondent groups. Min Rating indicates the lowest rating received and from what specific respondent group. While Max rating indicates the highest rating received and from what particular respondent group. This can help you identify areas that may need attention and areas where you are performing well and may not know it.

Below (-.5) – Potential Blind Spot

Above .5 – Potential Unrecognised Strength

● SELF
 ● MANAGERS
 ● PEERS
 ● DIRECT REPORTS

Statement	Competency	Self Score	Max Rating	Min Rating	Difference
Ensures that any changes required are on track to achieve the desired result	Leading change	5	5	1	4
Expresses thoughts and feelings in a way that is sensitive to those involved	Communicating effectively	5	5	1.5	3.5
Takes an individual approach to recognising and cultivating the talents of each team member	People development	5	5	1.5	3.5
Accurately identifies what people are good at and spots opportunities for personal growth	People development	5	5	1.5	3.5
Empowers people to make decisions and trusts team members to manage and continuously improve their work	Building trust	5	5	2	3

Potential Blind Spots continuation

● SELF
 ● MANAGERS
 ● PEERS
 ● DIRECT REPORTS

Statement	Competency	Self Score	Max Rating	Min Rating	Difference
Good at selecting, inspiring, mentoring and retaining talented people	People development	5	5	2	3
Is not afraid of showing vulnerability and admits mistakes openly	Building trust	5	5	2	3
Is open to feedback and suggestions from others	Leading change	5	5	2	3
Gives honest, fair and constructive feedback to all team members	Building trust	5	5	2	3
Keeps promises and consistently follows through on commitments	Building trust	5	5	2	3

Notes:

4

Critical Competency Alignment

You and your Manager were asked to identify Five of the Ten competencies measured in this report that you each thought were most critical for success in your role. Misalignment of competencies is a point for discussions on where coaching and developmental activities might focus. The higher the percentage match, the more you and your manager are on the same page. However, as the competency alignment percentage decreases, it becomes even more critical for you and your manager to discuss, clarify and agree on the essential aspects of your work.

Competency Alignment:

60 %

3 out of 5

You chose

Leading change

Promoting teamwork

Results orientation

Communicating effectively

Empowering people

Sally chose

Leading change

Promoting teamwork

Results orientation

Providing motivation

Building trust



Notes:

5

Free Form Comments

All respondents were presented with the opportunity to provide comments about you and your managerial skills. These comments are presented exactly as they were entered by the respondent.

You will gain the most value if you pay attention to any frequency of occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections.

- This is a test comment to show in the report from self rater
- This is a sample suggestion from the manager.
- sample comment from direct peer
- sample comment from peer

6

Action Plan

This report is designed to help you unveil perceptions and obtain feedback from people you work with. Some of the feedback you may be aware of, and some may be new to you. Now it's time for you to utilise this information and focus your efforts towards becoming an even better and more effective leader and unlocking the potential of your people.

To create your Personal Development Plan, we recommend using the K-S-S method; this simple technique will help you identify things that are important to you personally and professionally.

K

KEEP doing. Identify the things you already do well and KEEP doing them!

S

STOP doing. As you review the feedback in the report, you may recognise certain behaviours that tend to bring negative results. This may be an indication of something that you should STOP doing.

S

START doing. Identify and START doing things that will positively impact your performance.

Leading change

K

S

S

Communicating effectively

K
S
S

People development

K
S
S

Providing motivation

K

S

S

Building trust

K

S

S

Promoting teamwork

K
S
S

Results orientation

K
S
S

Empowering people

K
S
S

Displaying authenticity

K
S
S

Demonstrating integrity

K
S
S