



# Flow® 360 Report

# Sally Sample

Report Generated: August 1, 2023

CONFIDENTIAL



The PROFILES GROUP

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## 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

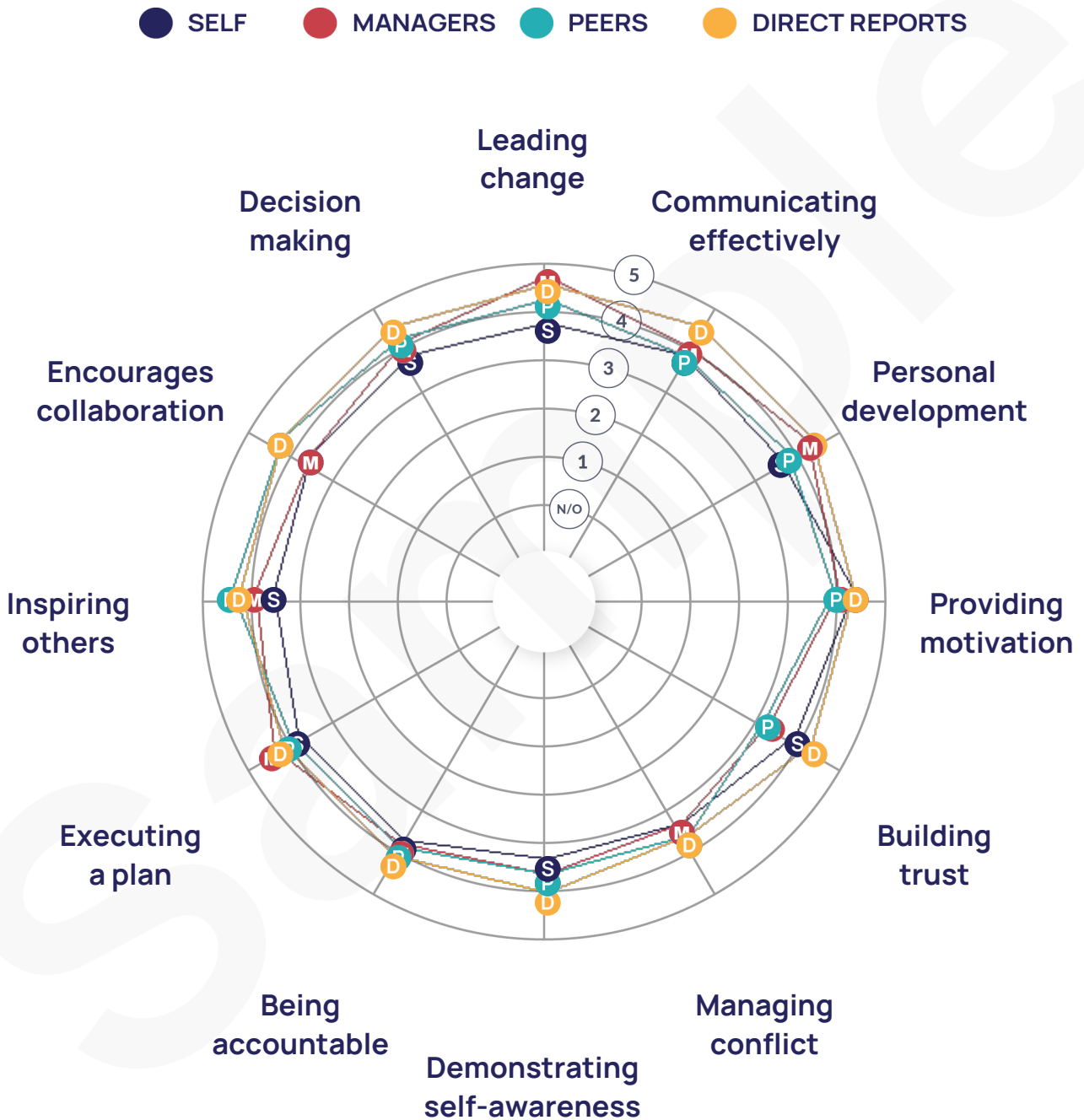
You and your raters were asked to provide feedback to a number of multiple choice questions using a five point rating scale. The table below shows the scale as it relates to the frequency and percentage of time the behaviour is demonstrated. The important thing to remember is that a higher score is intended 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%

Twelve 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.

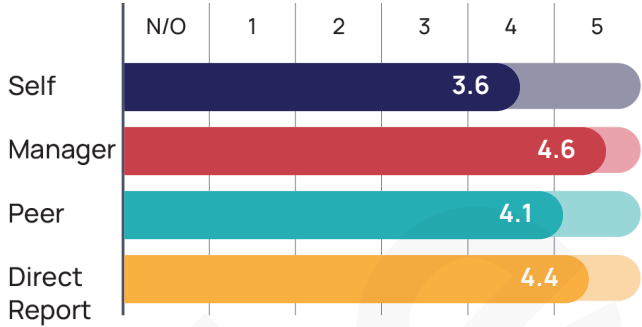


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## Summary of Competencies

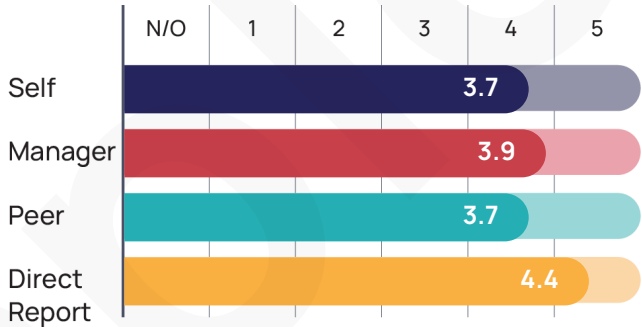
### Leading change

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.



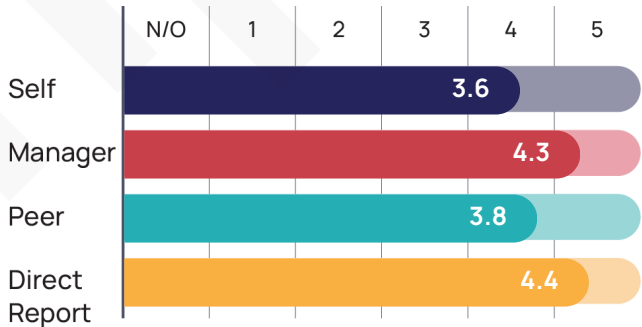
### Communicating effectively

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.



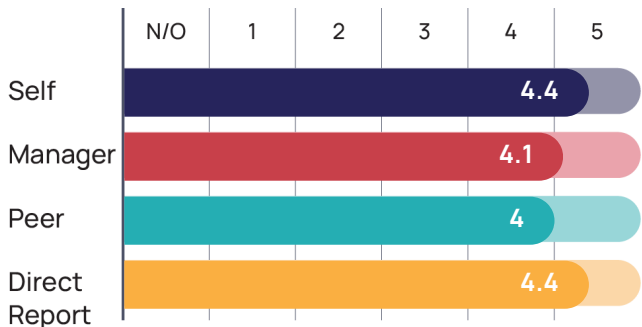
### Personal development

The willingness to focus on personal development and a commitment to continuous learning to reach their full potential. Displays resilience in the face of constant change, improves skills and increases experience by seizing opportunities to learn from challenging and changing circumstances.



### Providing motivation

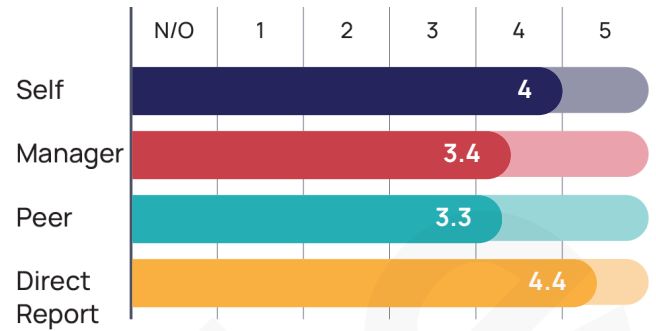
The capability to create an environment that supports and inspires individuals and teams to be engaged and give their best. Offering appreciation and feedback as well as acknowledging and celebrating successes.



## Summary of Competencies

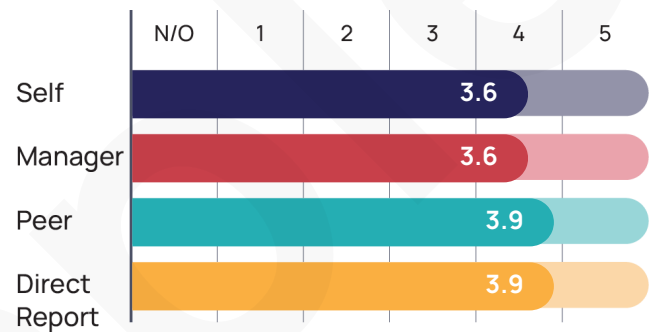
### Building trust

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.



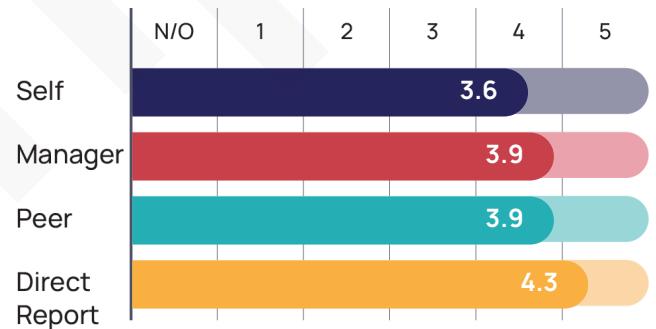
### Managing conflict

The expertise to facilitate a way for two or more parties to disagree. Able to identify, allow and handle conflicts sensibly, fairly, and efficiently when dealing with (perceived) issues arising from diverging opinions, objectives, and needs. Using conflicts to reinforce cohesion of the team and commitment to achieve goals together.



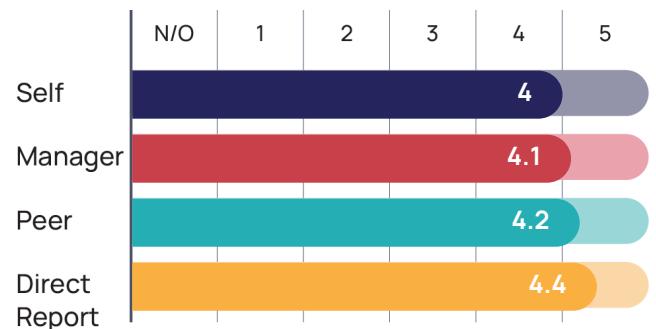
### Demonstrating self-awareness

The capacity to be aware of the way you feel and acknowledging the impact your feelings can have on your decisions, behaviour, and performance. Being self-aware also means being able to recognise how other people perceive you.



### Being accountable

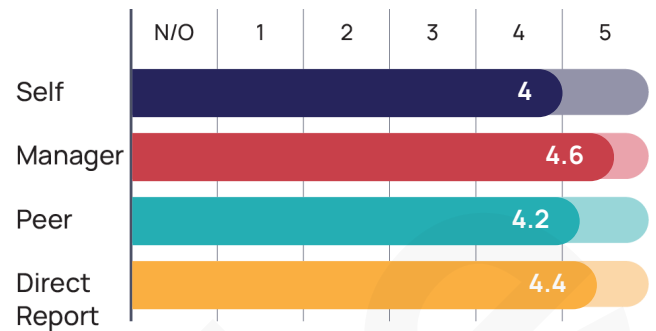
The willingness to take responsibility and be answerable for the actions and decisions made by themselves and by those they lead. Demonstrates commitment to the team and clearly communicates goals and key objectives to foster alignment and focus.



## Summary of Competencies

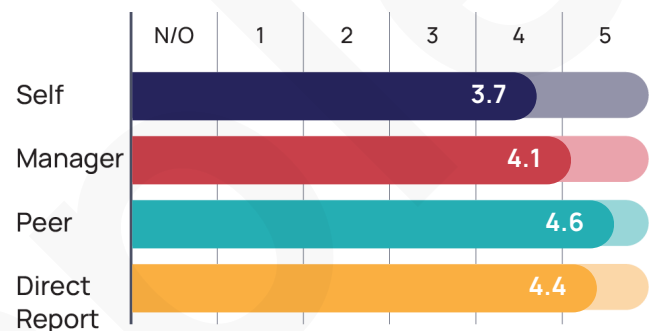
### Executing a plan

The capability to implement a strategic plan in an effort to reach team or organisational goals. Clearly defines a path forward, creates movement, balances, prioritises resources, and aligns people with the corporate strategy.



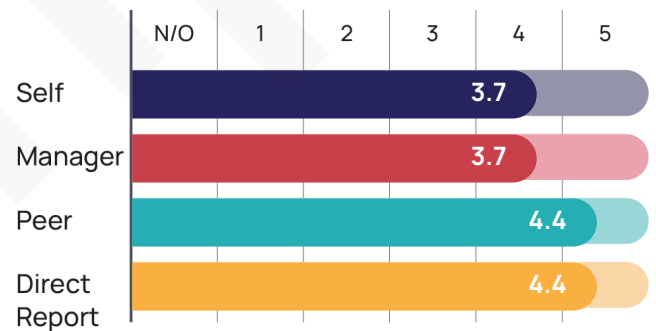
### Inspiring others

The capability to positively influence those around you and motivate others toward success. Cultivates strong ties with colleagues to ensure everyone feels encouraged, driven, and appreciated.



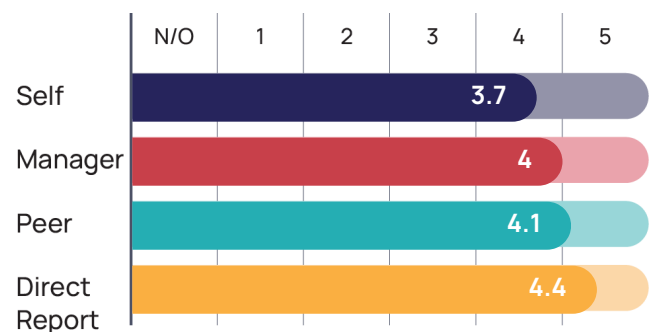
### Encourages collaboration

The ability to bring people together for a common purpose to achieve mutual benefits. Proactively seeks out people with different perspectives, fostering a trusting environment that enables the exploration of a broad range of ideas in pursuit of learning and solution building. Creates alignment and focus across the team, sustains momentum and maximum performance.



### Decision making

The capacity to take on board information and evaluate it in different ways to make an informed decision. Open to input from others when exploring options and the courage to take the initiative when necessary.





## 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	4	4	3.7	4.3	4
Quickly identifies when things aren't working and a change in approach is required	4	4	4	4.4	4.1
Influences and involves the team in generating new ideas for improvement	3	5	4.3	4.5	4.2
Translates ideas and concepts into easily understood solutions	4	5	4.3	4.5	4.5
Is open to feedback and suggestions from others	4	4	4.7	4.4	4.3
Keeps a close eye on all team members to ensure they remain fully engaged and committed as changes take place	3	5	4	4.1	4
Ensures that any changes required are on track to achieve the desired result	3	5	4	4.8	4.2
<b>Overall Average:</b>					<b>4.2</b>

**Notes:**

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## Detailed Summary per Competency

Communicating effectively	Self	Manager	Peer	Direct Report	Average
Communicates information and decisions clearly, effectively and in a timely manner	4	4	4.7	4.8	4.4
Is receptive to feedback and responds appropriately when challenged	4	4	4.3	4.4	4.2
Expresses thoughts and feelings in a way that is sensitive to those involved	4	4	3.7	3.8	3.9
Influences others and invites their views and opinions	4	3	4.3	4.5	4
Provides constructive feedback on behaviour and performance	3	4	2.7	4.4	3.5
Communicates in a manner that inspires trust and confidence	4	4	4.7	4.4	4.3
Checks in with people to ensure the message is understood	3	4	1.3	4.4	3.2
<b>Overall Average:</b>					<b>3.9</b>

**Notes:**

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## Detailed Summary per Competency

Personal development	Self	Manager	Peer	Direct Report	Average
Is curious and open to new opportunities and perspectives	4	4	4.3	4.5	4.2
Learns from past experience and applies this to new situations	3	5	4.3	4.5	4.2
Uses their strengths well and works on improving any potential limitations	3	4	4	4.5	3.9
Asks others for feedback on their leadership approach and is open to suggestions	2	3	2.3	3.9	2.8
Is open and honest about mistakes and learns from them	4	4	2.7	4.4	3.8
Takes responsibility for their actions	5	5	4.7	4.5	4.8
Actively pursues new knowledge, skills and methods	4	5	4.3	4.3	4.4
<b>Overall Average:</b>					<b>4</b>

**Notes:**

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## Detailed Summary per Competency

### Providing motivation

	Self	Manager	Peer	Direct Report	Average
Takes time to discover what motivates and stresses individuals	4	4	2.7	4.1	3.7
Shows genuine humility and makes people feel appreciated for their efforts and achievements	5	4	4.3	4.5	4.5
Gives praise and recognition when appropriate	5	5	3	4.4	4.4
Involves others and encourages full participation and collaboration	4	4	4.3	4.4	4.2
Demonstrates belief in the abilities of people	4	4	4.7	4.4	4.3
Displays a high level of resilience in the face of obstacles and setbacks and helps navigate the team towards solutions	5	4	4.3	4.6	4.5
Recognises effort and intention in the face of failure and encourages learning	4	4	4.7	4.4	4.3
<b>Overall Average:</b>					<b>4.3</b>

**Notes:**

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## 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	4	4	4	4.5	4.1
Keeps promises and consistently follows through on commitments	5	4	4	4.5	4.4
Is not afraid of showing vulnerability and admits mistakes openly	3	3	1.3	4	2.8
Demonstrates appreciation for the unique differences and perspectives of all	5	3	3.7	4.4	4
Empowers people to make decisions and trusts team members to manage and continuously improve their work	4	3	4	4.4	3.9
Gives honest, fair and constructive feedback to all team members	3	4	1.7	4.6	3.3
Looks for common ground and builds cooperation even in challenging circumstances	4	3	4.3	4.4	3.9
<b>Overall Average:</b>					<b>3.8</b>

**Notes:**

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## Detailed Summary per Competency

### Managing conflict

	Self	Manager	Peer	Direct Report	Average
Encourages open communication and promotes a culture where people feel safe to express their opinions and to disagree	4	4	4.7	4	4.2
Is willing to compromise to settle differences, making sure all parties involved are committed even in disagreement	3	3	2.7	3.6	3.1
Actively listens to peoples views to identify points of agreement and disagreement.	4	4	4	4	4
Looks to involve the conflicting parties in the problem solving process, rather than forcing or imposing a resolution	3	3	4.7	3.6	3.6
Understands when to step-in and when to leave space for team members to resolve an issue themselves	4	4	4	3.8	4
Handles different working styles appropriately when resolving conflict	3	3	2.7	3.9	3.2
Focuses on the issue, not the person; avoids personal attacks and focuses on problem-solving	4	4	4.7	4	4.2
<b>Overall Average:</b>					<b>3.8</b>

**Notes:**

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## Detailed Summary per Competency

Demonstrating self-awareness	Self	Manager	Peer	Direct Report	Average
Recognises and understands the impact their behaviour has on other people	4	4	3.7	4.4	4
Is aware of their strengths and limitations	3	3	4.7	4.4	3.8
Asks for feedback on their leadership approach and responds appropriately	2	3	3	3.8	3
Is consistent in what they say and do	4	4	4.7	4.4	4.3
Admits mistakes, learns from them and continuously makes efforts to change and progress	4	3	3	4.1	3.5
Remains calm under pressure	4	5	5	4.8	4.7
Is able to focus on something positive when in a negative situation	4	5	3	4.4	4.1
<b>Overall Average:</b>					<b>3.9</b>

**Notes:**

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## Detailed Summary per Competency

### Being accountable

	Self	Manager	Peer	Direct Report	Average
Consistently follows through on commitments	4	4	4.7	4.5	4.3
Takes the lead and is persistent and resilient in the face of obstacles and setbacks	4	4	4.3	4.5	4.2
Works to get people the resources, training and information they need to do the job	5	5	4.3	4.4	4.7
Reviews and reassesses plans and priorities on a regular basis	4	4	4.7	4.4	4.3
Energises and motivates people in the pursuit of common goals	3	4	4.3	4.3	3.9
Takes responsibility when things go wrong	4	4	3	4.3	3.8
Responds positively and appropriately when being held accountable	4	4	4	4.4	4.1
<b>Overall Average:</b>					<b>4.2</b>

**Notes:**

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## Detailed Summary per Competency

Executing a plan	Self	Manager	Peer	Direct Report	Average
Makes sure to align the team with the organisations objectives	5	5	4.3	4.4	4.7
Demonstrates the ability to plan, balance resources and skills to achieve objectives	5	5	4.7	4.5	4.8
Sets clear goals and priorities to keep everyone on track	3	5	4.3	4.4	4.2
Motivates and drives people in the pursuit of common goals	3	4	4.3	4.4	3.9
Makes decisions quickly when necessary	4	4	3.7	4.3	4
Consistently recognises individual and group accomplishments	5	5	4.3	4.6	4.7
Regularly reviews progress against objectives and gives clear and precise feedback	3	4	4	4.5	3.9
<b>Overall Average:</b>					<b>4.3</b>

**Notes:**

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## Detailed Summary per Competency

### Inspiring others

	Self	Manager	Peer	Direct Report	Average
Creates an environment in which people will choose to do their best	4	4	5	4.5	4.4
Demonstrates trust and belief in the abilities of people	4	4	4.7	4.5	4.3
Sets the conditions to energise and motivate people in the pursuit of common goals	3	4	4.3	4.3	3.9
Empowers people to make decisions and encourages them to stretch themselves	4	4	4.7	4.5	4.3
Shares credit and recognises people's hard work and achievements	4	4	5	4.4	4.4
Is a source of strength in times of uncertainty	3	4	4.3	4.5	4
Displays a passion for their work by talking about it with excitement and enthusiasm to other people	4	5	4	4.4	4.4
<b>Overall Average:</b>					<b>4.2</b>

**Notes:**

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## Detailed Summary per Competency

Encourages collaboration	Self	Manager	Peer	Direct Report	Average
Encourages relationship building, so that team members cooperate to accomplish a shared goal.	4	4	4.3	4.4	4.2
Appreciates that diversity of viewpoints is more important than individual excellence and is comfortable not being the expert	4	4	4.7	4.4	4.3
Helps others to imagine, discover and explore possibilities together	3	3	4	4.4	3.6
Celebrates and actively utilises the diverse expertise and experiences of others	5	4	4.7	4.5	4.6
Promotes collective knowledge building and contribution to practice through co-creation	3	4	4.3	4.4	3.9
Creates opportunities for learning and growth through shared responsibility and decision making	4	4	4.3	4.3	4.2
Creates an environment where people feel able to seek and share advice and feedback with others	3	3	4.7	4.5	3.8
<b>Overall Average:</b>					<b>4.1</b>

**Notes:**

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## Detailed Summary per Competency

Decision making	Self	Manager	Peer	Direct Report	Average
Is confident in using relevant data and own judgement when making decisions	4	4	4.7	4.8	4.4
Learns from their mistakes and is not afraid to fail	3	3	4.3	4.3	3.7
Has the conviction to do the right thing	5	5	5	4.6	4.9
Challenges the conventional and quickly embraces change	3	4	4.3	4.4	3.9
Makes difficult decisions with courage and transparency	3	4	3	4.4	3.6
Is quick to change decisions in light of new information	3	4	3	4.1	3.5
Involves others by considering different perspectives and experiences	5	4	4.7	4.4	4.5
<b>Overall Average:</b>					<b>4.1</b>

**Notes:**

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## 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
Has the conviction to do the right thing	Decision making	5	5	5	4.6	4.9
Demonstrates the ability to plan, balance resources and skills to achieve objectives	Executing a plan	5	5	4.7	4.5	4.8
Takes responsibility for their actions	Personal development	5	5	4.7	4.5	4.8
Remains calm under pressure	Demonstrating self-awareness	4	5	5	4.8	4.7
Works to get people the resources, training and information they need to do the job	Being accountable	5	5	4.3	4.4	4.7
Makes sure to align the team with the organisations objectives	Executing a plan	5	5	4.3	4.4	4.7
Consistently recognises individual and group accomplishments	Executing a plan	5	5	4.3	4.6	4.7

## Highest-Rated Items continuation

Statement	Competency	Self	Manager	Peer	Direct Report	Average
Celebrates and actively utilises the diverse expertise and experiences of others	Encourages collaboration	5	4	4.7	4.5	4.6
Displays a high level of resilience in the face of obstacles and setbacks and helps navigate the team towards solutions	Providing motivation	5	4	4.3	4.6	4.5
Shows genuine humility and makes people feel appreciated for their efforts and achievements	Providing motivation	5	4	4.3	4.5	4.5

### Notes:

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## 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
Is not afraid of showing vulnerability and admits mistakes openly	Building trust	3	3	1.3	4	2.8
Asks others for feedback on their leadership approach and is open to suggestions	Personal development	2	3	2.3	3.9	2.8
Asks for feedback on their leadership approach and responds appropriately	Demonstrating self-awareness	2	3	3	3.8	3
Is willing to compromise to settle differences, making sure all parties involved are committed even in disagreement	Managing conflict	3	3	2.7	3.6	3.1
Handles different working styles appropriately when resolving conflict	Managing conflict	3	3	2.7	3.9	3.2
Checks in with people to ensure the message is understood	Communicating effectively	3	4	1.3	4.4	3.2
Gives honest, fair and constructive feedback to all team members	Building trust	3	4	1.7	4.6	3.3

## Lowest-Rated Items continuation

Statement	Competency	Self	Manager	Peer	Direct Report	Average
Provides constructive feedback on behaviour and performance	<b>Communicating effectively</b>	3	4	1.7	4.6	3.5
Admits mistakes, learns from them and continuously makes efforts to change and progress	<b>Demonstrating self-awareness</b>	4	4	1.7	4.6	3.5
Is quick to change decisions in light of new information	<b>Decision making</b>	3	4	1.7	4.6	3.5

### Notes:

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## 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

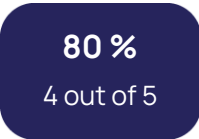
Statement	Competency	Self Score	Max Rating	Min Rating	Difference
Checks in with people to ensure the message is understood	<b>Communicating effectively</b>	3	4.4	1.3	3.1
Gives honest, fair and constructive feedback to all team members	<b>Building trust</b>	3	4.6	1.7	2.9
Is not afraid of showing vulnerability and admits mistakes openly	<b>Building trust</b>	3	4	1.3	2.7
Is able to focus on something positive when in a negative situation	<b>Demonstrating self-awareness</b>	4	5	3	2
Gives praise and recognition when appropriate	<b>Providing motivation</b>	5	5	3	2

# 4

## Critical Competency Alignment

You and your Manager were asked to identify Five of the Twelve 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:



You chose		Graeme chose
Communicating effectively	✓	Communicating effectively
Building trust	✓	Building trust
Being accountable	✓	Being accountable
Decision making	✓	Decision making
Providing motivation	✗	Encourages collaboration

**Notes:**

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# 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.

- Improve on actively motivating others. Be more open and give feedback on (non-positive) performance.
- Sally is an excellent manager, a well organised person and always has time to listen and help you. She is an excellent "sounding board" when you are trying to determine the best way forward with a problem. Sally handles all issues in a balanced and professional manner.
- Continue to encourage collaborative working on specific projects which could help pass on knowledge/experience between the team. Sally is always willing to share her knowledge and expertise with others.
- Expand discussion about the group's development objectives.
- Sally is a great colleague, calm and logical, always helpful when called upon for advice. And is always willing to help others succeed.

# 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.



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



**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.



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

### Leading change







## Communicating effectively

K
S
S

## Personal development

K
S
S

## Providing motivation

K
S
S

## Building trust

K
S
S

## Managing conflict

K
S
S

## Demonstrating self-awareness

K
S
S

## Being accountable

K
S
S

## Executing a plan

K
S
S



## Inspiring others

K
S
S

## Encourages collaboration

K
S
S

## Decision making

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