THE TALENT ENTERPRISE

360 Degree Feedback Report For **Signify**

Report for : John Doe

Date of Administration : 20 Jan 2022

signify

360 DEGREE FEEDBACK: ABOUT THIS REPORT

An Introduction

This 360 Degree feedback survey and report has been developed based on Signify's Leadership Principles.

The aim of a 360 Degree feedback process is to raise your awareness of what you currently do that makes you successful, seeing yourself through the eyes of others and comparing this with how you see yourself. Without on-going feedback from others, most of us would tend to invent our own reality about ourselves. Hence, the 360 Degree feedback process is a critical tool to support your self-awareness and understand the impact of your behaviours on others. Feedback from a comprehensive 360 Degree feedback process will help you reflect on how you can be more effective in your current role, develop further in your career, be more collaborative with your colleagues, and most importantly, to deliver exceptional value to your customers and to the Company.

When using your 360 degree feedback, it is important you:

- Encourage candid and honest feedback and communication between you, your peers and other key stakeholders.

- Understand how aligned you are to your organisation's competencies, including identifying areas of strength and possible priorities for development.

- Appreciate how similar or different your perceptions are about your own strengths and blindspots, as compared to others.

- Build a quantitative baseline for the future to support your longer-term career journey in this organisation.

- Help you identify key priorities and actions for future development.

Key Aspects to Remember

- Your 360 degree feedback in this organisation has been initiated by you, in close consultation with your direct manager and HR team.

- This report is personal to you, but in order to support your ongoing development in most cases, we recommend you share with your manager and HR Business Partner to support your ongoing development.

- To protect the confidentiality of your evaluators or reviewers, apart from the 'self' and 'manager' categories, where only one evaluator is expected to complete the feedback, you need a minimum of 3 evaluators in every other category (peer, direct report, and other stakeholders) to receive their consolidated category feedback. If a category consists of less than 3 evaluators; their feedback will not be shared in the specific category but grouped under 'others'.

- It is important to keep an open mind to the feedback you receive, take the time to self reflect and prioritise 2-3 key actions or commitments that you are willing to undertake based on the outcomes from this report.
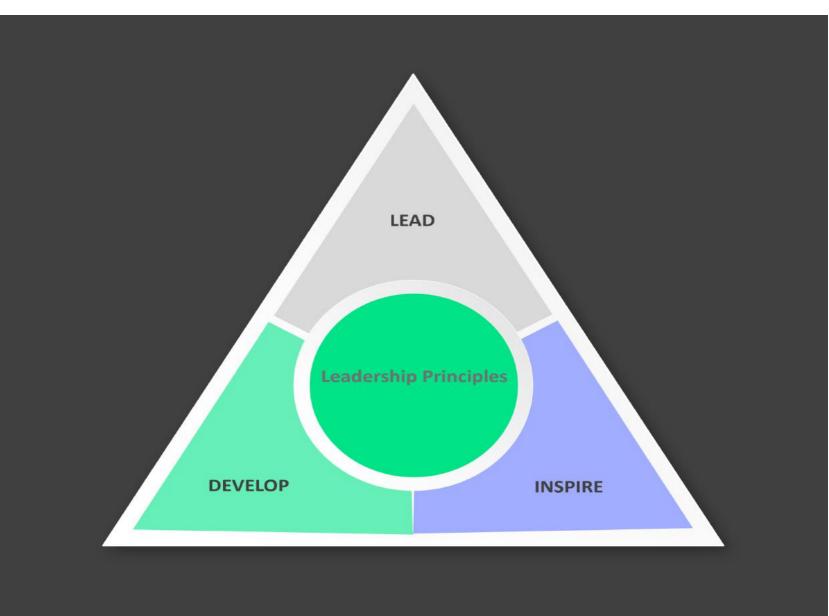
360 DEGREE FEEDBACK: ABOUT THIS REPORT

Based on Signify's Leadership Principles.

The compass to guide actions of our leaders to achieve Brighter Lives and a Better World ambition.

Lead. Develop. Inspire.

Our leaders

- lead our business, our transformation and our strategic execution
- build and develop personal leadership capabilities and their teams
- inspire change and build an inclusive organisation

360 DEGREE FEEDBACK: ABOUT THIS REPORT

Information About the 360 Degree Feedback Framework

Your 360 degree report provides in-depth feedback on specific and demonstrable behaviours linked to these competencies, as also, your level of proficiency across competencies, as perceived by yourself and others in your organisation.

All feedback has been reported on a 5-point scale based on your clear and consistent demonstration of the desired leadership competencies and associated behaviours.

1 Does not Demonstrate	2 Sometimes Demnostrate	3 Often Demonstrates	4 Always Demonstrates	5 Is a Role Model
Gave no evidence of this leadership principle (via a lack of contribution), or displayed negative &/or counter productive behaviour	Displayed a little of this leadership principle, but evidence would indicate this is not a strength of yours	Displayed this leadership principle to an acceptable degree	Clearly displays this leadership principle. You would appear to possess this competency, and should meet expectations on this competency	Displays excellence in this leadership principle. Evidence suggests that this is your strength enabling you to serve as a role model for the organisation on this leadership principle
You display very limited application of the expected leadership principles. You are unable to demonstrate the standards of leadership principles expected without constant guidance and supervision	You display the expected leadership principles infrequently and inconsistently across most situations. You require regular guidance and reminders about meeting the standards of leadership principles expected.	You display the expected leadership principles frequently and consistently across most situations. You are able to meet the standards of leadership principles expected with very minimal guidance	You display exceptional use of the expected leadership principles in all situations. You are able to exceed the standards of leadership principles expected without any guidance.	You are a role model to others, encouraging and influencing others to demonstrate the expected leadership principles.

Report Contents

This 360 degree feedback report is structured in the following sections:

Section 1: This section provides an overview of all your competency wise scores.

Section 2: This section takes a deep dive into each of the leadership competencies, presenting drill downs within each competency and by different evaluators.

Section 3: This section summarises your highest and lowest rated competency indicators.

Section 4: This section presents all the qualitative feedback received through open ended questions. Section 5: This section presents all the qualitative feedback received through video recordings.

360 DEGREE FEEDBACK PROCESS AT SIGNIFY: ABOUT THIS REPORT

Details on your Feedback Givers

The 360 Degree Feedback is a multi-evaluator process, where various stakeholders, including your line manager, peers and other stakeholders have shared their feedback on specific and demonstrable behaviours measured under Signify's Leadership Principles.

Following is a summary of the evaluators or reviewers that were invited to complete your 360 Degree Feedback, and those who responded as per the timelines and guidelines specified.

Number of feedback givers invited	Invited	Completed
Self	1	1
Manager	1	1
Peer	1	**1***
Direct Report	1	**1***
Customer	1	**1***
Matrix Manager	1	1
Other Manager	1	1
Other Stakeholders	1	**1***
Total	**8**	**8**

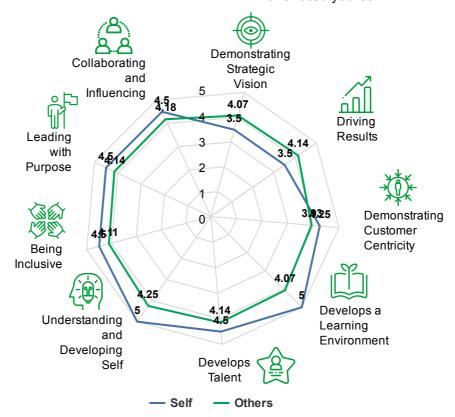| REPORT SUMMARY		DEFINITIONS
	Self	This is you. Your name is pre-populated
	Direct Manager	Your direct supervisor (mandatory)
	Matrix Manager	Someone to whom you report that is not your direct manager, or your previous manager
	Peer	Colleagues with whom you work closely who do not report to you
	Direct Reports	Colleagues who report directly to you
	Other Stakeholder	Other key stakeholders not defined by the above relationships
	Customer	Your internal and external customers

SECTION ONE : OVERVIEW OF YOUR REPORT

Your Leadership Competency 'Spider Web'

Your Leadership Competency 'Spider Web' commonly known as a radar chart represents the average rating given for each of the leadership competencies, by yourself and others. Higher ratings are plotted closer to the end of the graph while the lower ratings are near the center.

The difference between your own ratings and that of others outlines possible perception gaps:-

- If your rating is lower than the rating of others, this is a hidden strength to leverage. Your colleagues perceive you as demonstrating this competency significantly more often than you rated yourself.

- If your rating is higher than the rating of others, this is a potential blindspot for you to monitor carefully. Your colleagues perceive you to demonstrate this competency significantly less frequently than you have rated yourself.

While reviewing your Leadership Competency 'Spider Web', take a note of:

- What your highest and lowest scoring competencies are.

- Are there competencies where you rate yourself very differently from your colleagues? If so, what could explain those differences?

- What are the most critical competencies expected from your current role and level?

- Remember to stay focused on the big picture!

- Remember to focus on significant differences or particularly high or low scores rather than small differences.

SECTION ONE : OVERVIEW OF YOUR REPORT

Your highest and lowest Competencies

Focussing on Your Highest and Lowest Rated Competencies as rated by Others

Your 360 Degree Feedback Survey focussed on 9 competencies consistently identified to be the most important for success in leadership roles at Signify.

The Highest score are your highest rated competencies by others, which is a combined score from all your evaluators or reviewers.

The Lowest score showcase where your self ratings and those from others had a significant gap. In summary, these competencies highlight the areas where your self ratings were very different to the ratings of others. These areas could be potential blind spots for you to look into

Highest Scores		
Rank	**Category**	**Others**
1	Collaborating and Influencing	4.18
2	Develops Talent	4.14
3	Driving Results	4.14
4	Leading with Purpose	4.14
5	Being Inclusive	4.11
Lowest scores		
Rank	**Category**	**Others**
1	Demonstrating Customer Centricity	3.93
2	Demonstrating Strategic Vision	4.07
3	Develops a Learning Environment	4.07

SECTION ONE : OVERVIEW OF YOUR REPORT

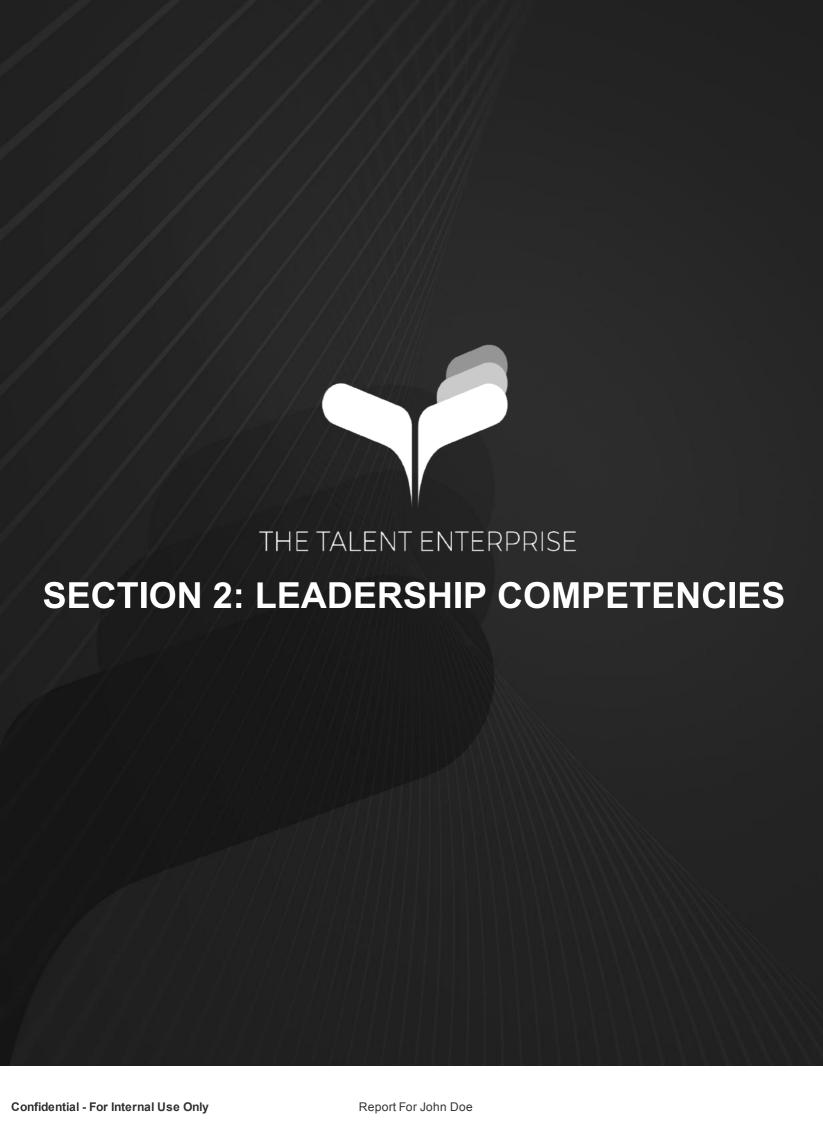**Your HIGHEST Competency Perception Gaps**

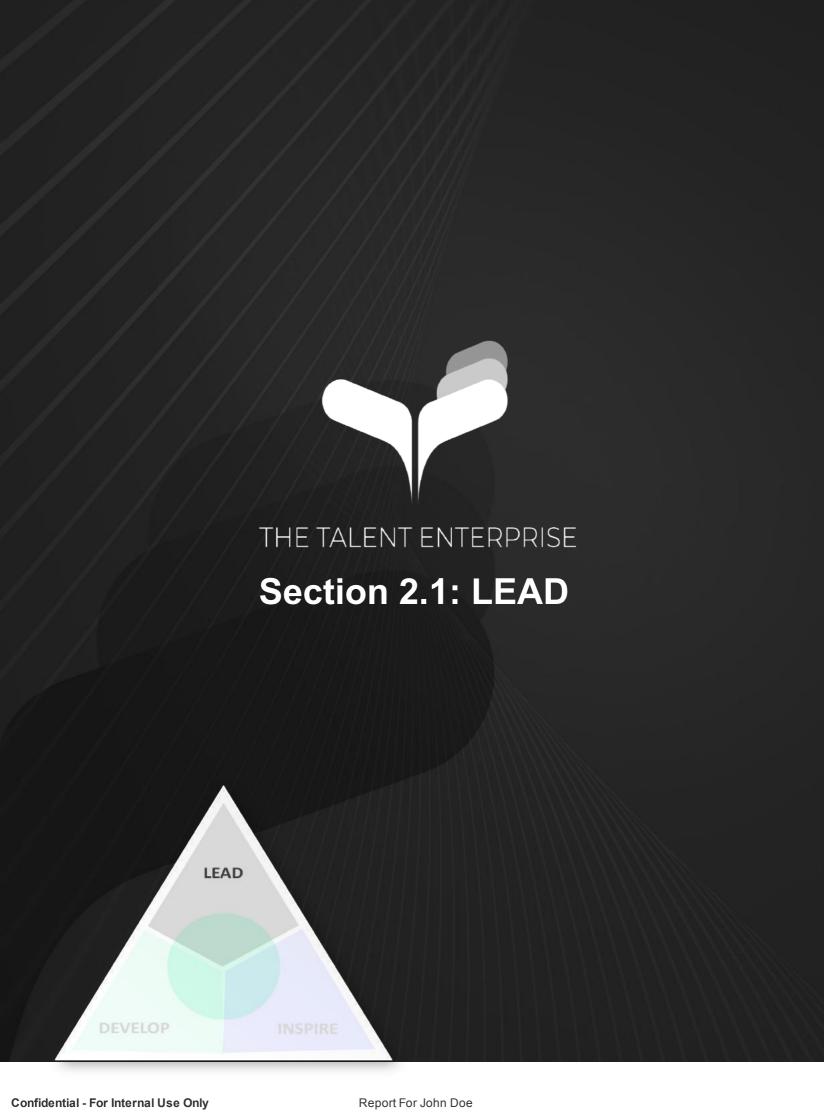Focussing on the Highest Perception Gaps Between Self and Others

Your 360 Degree Feedback Survey focussed on 9 competencies consistently identified to be the most important for success in leadership roles at Signify

The below competencies showcase where your self ratings and those from others had a significant gap. In summary, these highlight the areas where your self ratings were very different to the ratings of others, i.e. there was low inter-rater consistency.

Positive Gaps				
Rank	**Indicator**	**Self**	**Others**	**Gap**
1	Develops a Learning Environment	5	4.07	0.93
2	Understanding and Developing Self	5	4.25	0.75
3	Being Inclusive	4.5	4.11	0.39
4	Develops Talent	4.5	4.14	0.36
5	Leading with Purpose	4.5	4.14	0.36
Negative Gaps				
Rank	**Indicator**	**Self**	**Others**	**Gap**
1	Driving Results	3.5	4.14	-0.64
2	Demonstrating Strategic Vision	3.5	4.07	-0.57

SECTION 2: LEADERSHIP COMPETENCIES

Section 2.1: LEAD

SECTION 2.1.1: LEAD DRILL DOWN BY YOUR FEEDBACK GIVERS

VALUES	DEVELOPMENTAL RATING		
	Areas Of Development	Strength	Role Model
Demonstrating Strategic Vision You have a clear ambition and vision based on our strategy and frame your organizations responsibilities via ambitious goals. You bring an agile mindset and comfortable with ambiguity and uncertainty.		3.50 S	4.50 M 4.50 MM OM 4.00
Driving Results You drive accountability and ownership for delivery . You focus on outcomes rather than effort and do not hesitate to take tough decisions and own the consequences. You lead transformations taking an outside in view and have a bias towards performance and growth.		3.50 S	4.50 M 4.50 MM OM 4.00
Demonstrating Customer Centricity You predict our customers needs and the future industry landscape.		3.75 MM 3.75 OM	S 4.25 4.50 M

S Self   **M** Manager   **MM** Matrix Manager   **OM** Other Manager

Demonstrating Strategic Vision

- You have a clear ambition and vision based on our strategy and frame your organizations responsibilities via ambitious goals.
- You bring an agile mindset and comfortable with ambiguity and uncertainty

Demonstrating Strategic Vision — Self: 3.5, Others: 4.1

● Self ● Others

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	Strength	Role Model
Translates organizational goals into meaningful actions to drive commitment to the company's strategy.		S 3.00 / OM 3.00	M 4.00 / 5.00 MM
Demonstrates agility to comfortably navigate uncertain and ambiguous situations.			S 4.00 / 5.00 M / 5.00 MM / OM 4.00
Maintains an outside-in perspective, looking at trends and competition, to ensure the company adapts to changing business needs.		S 3.00	5.00 M / MM 4.00 / OM 4.00
Builds for the future by looking ahead and balancing the achievement of short-term results with longer term value creation.			S 4.00 / M 4.00 / MM 4.00 / 5.00 OM

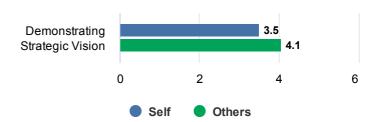S Self   M Manager   MM Matrix Manager   OM Other Manager

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Demonstrating Strategic Vision

- You have a clear ambition and vision based on our strategy and frame your organizations responsibilities via ambitious goals.
- You bring an agile mindset and comfortable with ambiguity and uncertainty

DEVELOPMENT TIPS

- Be curious and stay ahead of the game by staying tuned to market, competitor and industry developments Preempt and predict the needs of the business and customers in the future, and help define strategies, products and possibilities with a 5 to 10 year time horizon.

- Communicate, deliver and advocate your organisational strategy and business goals to key internal and external stakeholders at various forms, events and platforms. Actively invest time and effort across global offices and teams to broaden and deepen your understanding of how local market dynamics and imperatives may shape the business.

- Think about all your key stakeholders, both direct and indirect, internal and external, and reflect on how you are adding value to each of them, enabling collaboration and impact.

- Demonstrate execution focus. Find opportunities to display "can do", "what if", and "how can we" behaviors rather than "why it won't work" thinking. Challenge those who say "no" by asking, "How can we make it work?".

- Think about whether your actions are consistent with the organisational mission and values on a daily basis. Do you represent the organisation positively to others? Are you a true organisational ambassador? Report information and data as accurately as you are able. Avoid minimising or exaggerating information to support your own views, or to represent or misrepresent views of others.
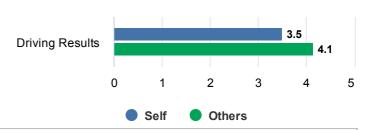
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Driving Results

- You drive accountability and ownership for delivery. You focus on outcomes rather than effort and do not hesitate to take tough decisions and own the consequences.
- You lead transformations taking an outside in view and have a bias towards performance and growth

Driving Results: Self **3.5**, Others **4.1**

Scale 0 to 5. ● Self ● Others

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	**Strength**	**Role Model**
Drives a high performing culture focused on timely execution of goals.			S 4.00 M 4.00 MM 4.00 OM 4.00
Creates a culture of responsibility, holding self and others accountable for achieving business goals.		S 3.00	M 4.00 MM 4.00 OM 4.00
Demonstrates grit in the achievement of challenging goals, pushing boundaries of individual and team performance.		S 3.00	5.00 M 5.00 MM OM 4.00
Encourages and ensures an environment of transformation and change.			S 4.00 5.00 M 5.00 MM OM 4.00

S **Self** M **Manager** MM **Matrix Manager** OM **Other Manager**

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Driving Results

- You drive accountability and ownership for delivery. You focus on outcomes rather than effort and do not hesitate to take tough decisions and own the consequences.
- You lead transformations taking an outside in view and have a bias towards performance and growth

DEVELOPMENT TIPS

- Reflect on your responsibilities and activities: what tasks or projects can be delegated? What skills can be learned by others through taking on board those elements of your role? What first steps do you need to take to ensure success?

- Be realistic about deliverables. Don't promise what you may not have the time and / or resources to deliver. Delegate where appropriate.

- Make a list of things that you know need to be done that you have been delaying or procrastinating. Schedule yourself to initiate at least one of them this week and finish it before the end of next week. Then pick a more challenging one and schedule a realistic but challenging start and completion date.

- Think about how you could work more proactively. Look for new ways in which you could contribute to the success of your team and organisation in line with its overall strategy. Are there things you think need improving and how could they be improved? Plan and organise your work.

- Develop 'Plan B and C' approaches with your team and be prepared to implement them before they are required. Involve others at the beginning of projects if they are going to work on a part of the project. Involving other team members in the early stages of planning and defining solutions will encourage a shared responsibility for the aims and outcomes.
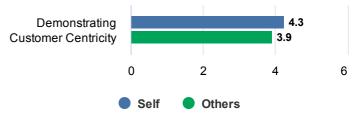
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Demonstrating Customer Centricity

- You predict our customers needs and the future industry landscape.

	0	2	4	6
Demonstrating Customer Centricity				4.3
				3.9

● **Self**   ● **Others**

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	**Strength**	**Role Model**
Creates a culture of customer centricity ensuring that customers are at the core of all business decisions.		MM 3.00 OM 3.00	S 4.00 M 4.00
Mobilizes resources to deliver outstanding customer service.		OM 3.00	S 4.00 M 4.00 MM 4.00
Stays ahead of changing customer needs and demands.			S 4.00 5.00 M MM 4.00 OM 4.00
Drives customer focused decisions based on data and analytics.		MM 4.00	5.00 S 5.00 M 5.00 OM

S **Self**   M **Manager**   MM **Matrix Manager**   OM **Other Manager**

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SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Demonstrating Customer Centricity

- You predict our customers needs and the future industry landscape.

DEVELOPMENT TIPS

- Keep abreast of customer expectations and your competitors' offerings. Ensure that you are pre-empting these changes and expectations, building on service delivery expectations, exceeding customer needs each time.

- Ensure your team is equipped with the appropriate knowledge and autonomy to make decisions in a timely manner, when required by a customer. Continue to have regular interactions with your team and the customers, to ensure service excellence.

- Stay in touch with other departments and teams, to ensure you are not duplicating efforts aimed at improving customer service.

- Work with other departments/functions/teams, to determine how you can ensure an enhanced customer experience building a culture of customer centricity across the organisation.

Section 2.2: DEVELOP

SECTION 2.1.1: LEAD DRILL DOWN BY YOUR FEEDBACK GIVERS

VALUES	DEVELOPMENTAL RATING		
	Areas Of Development	**Strength**	**Role Model**
Develops a Learning Environment You ensure we continue to be a learning organization through coaching and mentoring your teams to support their development.		3.75 OM	5.00 S 4.50 M 4.50 MM
Develops Talent You hold your managers accountable for developing talents and improving organization capability. You are a talent builder and a net exporter of talent to other teams in Signify. As a leader you build the organization which is fit for future, focusing on diverse talent pipelines and a strong succession bench. As a leader you build more leaders.			4.50 S 4.50 M MM 4.25 4.50 OM
Understanding and Developing Self You consistently reflect upon your own performance and development areas and act on feedback.			5.00 S 4.50 M 4.50 MM 4.50 OM

S **Self**   M **Manager**   MM **Matrix Manager**   OM **Other Manager**
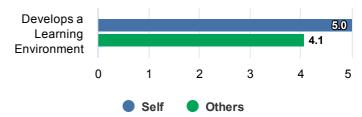
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Develops a Learning Environment

- You ensure we continue to be a learning organization through coaching and mentoring your teams to support their development.

Develops a Learning Environment

	Self	Others
	5.0	4.1

● Self ● Others

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	**Strength**	**Role Model**
Encourages the team to drive continuous improvement in processes.			5.00 S
			M 4.00
			MM 4.00
			OM 4.00
Disrupts traditional practices and positively challenges the team to enhance their performance.			5.00 S
			M 4.00
			MM 4.00
			OM 4.00
Promotes growth by encouraging the team to learn and acquire skills.			5.00 S
			5.00 M
			5.00 MM
		OM 4.00	
Displays a genuine commitment to drive continuous learning and development.			5.00 S
			5.00 M
			5.00 MM
		OM 3.00	

S **Self**   M **Manager**   MM **Matrix Manager**   OM **Other Manager**

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Develops a Learning Environment

- You ensure we continue to be a learning organization through coaching and mentoring your teams to support their development.

DEVELOPMENT TIPS

- In formal and informal settings, understand how others view you. Compare this to how you perceive yourself, building on any shortcoming you believe need development.

- Reflect on your personal and professional experience to understand how you can improve your personal impact and leadership effectiveness.

- Focus on developing a growth mindset. Engage in a practice of self-reflection, so as to recognise your strengths and development areas.

- Reflect and learn from your own experiences and those of others - consider how you could have done something differently in a certain situation.

- Break out of your comfort zone and routine and learn to adapt readily to different ways of doing things. When you encounter a new way of doing something, don't react immediately, give the new approach some time before you can get used to it. Concentrate on the potential benefits of the new approach, not only how difficult it will be.
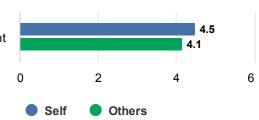
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Develops Talent

- You hold your managers accountable for developing talents and improving organization capability.
- You are a talent builder and a net exporter of talent to other teams in Signify.
- As a leader you build the organization which is fit for future, focusing on diverse talent pipelines and a strong succession bench. As a leader you

Develops Talent — Self: 4.5, Others: 4.1

● **Self**   ● **Others**

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	**Strength**	**Role Model**
Recognizes and rewards people fairly and transparently.			S 5.00 / M 5.00 / MM 4.00 / OM 5.00
Invests time to guide, mentor and coach others to build high performing teams.			S 4.00 / M 5.00 / MM 4.00 / OM 5.00
Provides constructive feedback and addresses low performance when needed.			S 4.00 / M 4.00 / MM 4.00 / OM 4.00
Facilitates the movement of talent that aligns with the interests of the individuals and the organisation.			S 5.00 / M 4.00 / MM 5.00 / OM 4.00

S **Self**   M **Manager**   MM **Matrix Manager**   OM **Other Manager**

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Develops Talent

- You hold your managers accountable for developing talents and improving organization capability.
- You are a talent builder and a net exporter of talent to other teams in Signify.
- As a leader you build the organization which is fit for future, focusing on diverse talent pipelines and a strong succession bench. As a leader you build more leaders.

DEVELOPMENT TIPS

- Ensure that you spend time meeting individually with team members on a regular basis to discuss areas beyond day to day work and responsibilities. Understand their strengths, interests and aspirations. Use your analysis and input from the team to provide members with challenging, visible, critical, and skill-enhancing assignments. Track their progress. Reassure them of your support and your confidence in them.

- Encourage team members to participate on committees, work groups, conferences and events that will increase their visibility and networking opportunities both within and outside the organisation. Occasionally, let them participate in such activities in your place.

- Consciously take out time and make the effort to coach or mentor less experienced people in the team and across the organisation. Reach out to your school or university alumni groups, or other support networks you care about to volunteer your time.

- Actively support, train, develop and mentor others in the organisation. Volunteer your time for new hire induction and on boarding programs, internal training and learning initiatives, social and community impact projects and other areas that help you stay connected to the overall mission and vision.

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Understanding and Developing Self

- You consistently reflect upon your own performance and development areas and act on feedback.

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	**Strength**	**Role Model**
Acknowledges personal setbacks to improve self and team performance.			5.00 (S) / 5.00 (M) / MM 4.00 / OM 4.00
Actively seeks feedback from others to become a better leader.			5.00 (S) / 5.00 (M) / MM 4.00 / OM 4.00
Adopts a continuous learning approach to improve own performance.		M 4.00	5.00 (S) / 5.00 MM / 5.00 OM
Identifies own leadership strengths and acknowledges areas for development.		M 4.00	5.00 (S) / 5.00 MM / 5.00 OM

(S) **Self**   (M) **Manager**   (MM) **Matrix Manager**   (OM) **Other Manager**
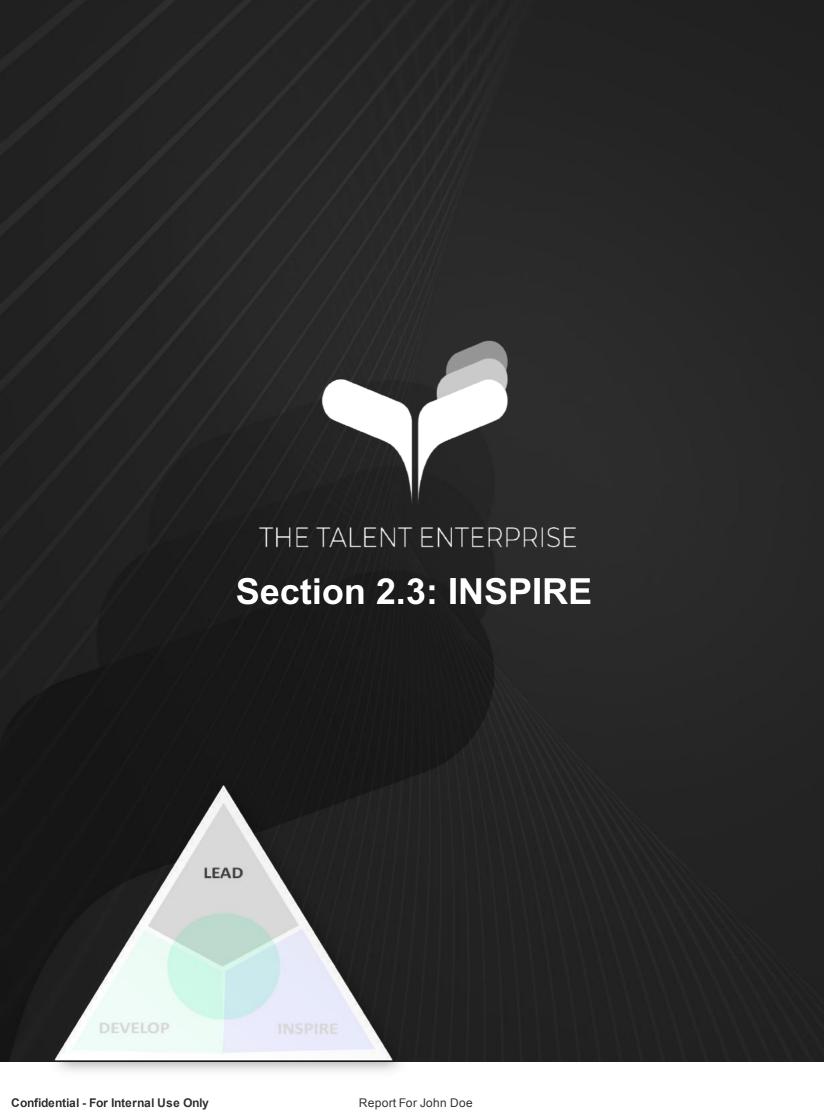
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Understanding and Developing Self

- You consistently reflect upon your own performance and development areas and act on feedback.

DEVELOPMENT TIPS

- In formal and informal settings, understand how others view you. Compare this to how you perceive yourself, building on any shortcoming you believe need development.

- Reflect on your personal and professional experience to understand how you can improve your personal impact and leadership effectiveness.

- Focus on developing a growth mindset. Engage in a practice of self-reflection, so as to recognise your strengths and development areas.

- Reflect and learn from your own experiences and those of others - consider how you could have done something differently in a certain situation.

- Break out of your comfort zone and routine and learn to adapt readily to different ways of doing things. When you encounter a new way of doing something, don't react immediately, give the new approach some time before you can get used to it. Concentrate on the potential benefits of the new approach, not only how difficult it will be to adapt to it.

Section 2.3: INSPIRE

SECTION 2.1.1: LEAD DRILL DOWN BY YOUR FEEDBACK GIVERS

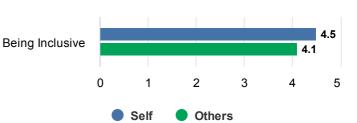| VALUES	DEVELOPMENTAL RATING		
	Areas Of Development	Strength	Role Model
Being Inclusive You create a sense of belonging and inclusion with your teams, appreciate and celebrate good performances and successes. You create the work culture built on trust and actively encourage all team members to do the same.			4.50 (S) 4.75 (M) (MM) 4.00 (OM) 4.00
Leading with Purpose You regularly challenge the status quo and are a source of inspiration. As a leader, you lead with both the "head" and "heart" and are a source of inspiration for your team, in your attitude and behavior and in your efforts to drive performance.			4.50 (S) 4.50 (M) (MM) 4.25 (OM) 4.00
Collaborating and Influencing You embrace collaboration, helping teams learn from each another while pushing them outside their comfort zone to achieve great things.			4.50 (S) 4.50 (M) 4.50 (MM) 4.50 (OM)

(S) **Self**   (M) **Manager**   (MM) **Matrix Manager**   (OM) **Other Manager**

Being Inclusive

- You create a sense of belonging and inclusion with your teams, appreciate and celebrate good performances and successes.
- You create the work culture built on trust and actively encourage all team members to do the same.

Being Inclusive — Self 4.5, Others 4.1

● Self   ● Others

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	Strength	Role Model
Builds interpersonal trust and establishes an environment of equal support for contributions.			5.00 S; M 4.00; MM 4.00; OM 4.00
Integrates different perspectives and considers everyone's viewpoints to make a decision.			S 4.00; 5.00 M; MM 4.00; OM 4.00
Treats everyone as equal, basing performance decisions on objective metrics.			S 4.00; 5.00 M; MM 4.00; OM 4.00
Holds self and others responsible for building an inclusive culture.			5.00 S; 5.00 M; MM 4.00; OM 4.00

S Self   M Manager   MM Matrix Manager   OM Other Manager

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Being Inclusive

- You create a sense of belonging and inclusion with your teams, appreciate and celebrate good performances and successes.
- You create the work culture built on trust and actively encourage all team members to do the same.

DEVELOPMENT TIPS

- Actively invest time and effort collaborating with people from different backgrounds to your own. Volunteer to work on projects involving other departments in different locations or even different countries.

- Reflect on your own assumptions and potential for unconscious bias and stereotypes. Suspend judgment based on peoples' background or experience, or what other people say about them. Instead, focus on learning about each individual and how you can work together.

- Create informal opportunities to catch up with colleagues and peers with backgrounds and experiences different from your own, developing relationships around and beyond organisational objectives.

- Research examples and case studies within your team and organisation as well as other companies to build a narrative and strong business case of the benefits of greater organisational diversity.

- When dealing with conflicts, separate the people from the problem – and try and understand different dimensions of the problem and where everyone is coming from – before taking a firm position. Focus on identifying work-able, win-win solutions, rather than placing blame.
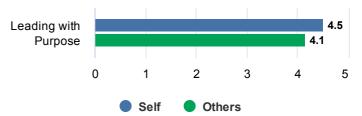
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Leading with Purpose

- You regularly challenge the status quo and are a source of inspiration.
- As a leader, you lead with both the "head" and "heart" and are a source of inspiration for your team, in your attitude and behavior and in your efforts to drive performance.

Leading with Purpose: Self 4.5, Others 4.1

● Self ● Others

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	Strength	Role Model
Guides team through relevant and meaningful communication, with clear objectives and expectations.			5.00 S
			5.00 M
			MM 4.00
			OM 4.00
Challenges the status quo and is not afraid to take an unpopular stance for the benefit of the organisation.			S 4.00
			5.00 M
			MM 4.00
			OM 4.00
Articulates the direction of the organisation consistently, clarifying how teams and individuals contribute.			S 4.00
			M 4.00
			MM 4.00
			OM 4.00
Inspires, motivates and engages the team to drive performance.			5.00 S
			M 4.00
			5.00 MM
			OM 4.00

S Self   M Manager   MM Matrix Manager   OM Other Manager

SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Leading with Purpose

- You regularly challenge the status quo and are a source of inspiration.
- As a leader, you lead with both the "head" and "heart" and are a source of inspiration for your team, in your attitude and behavior and in your efforts to drive performance.

DEVELOPMENT TIPS

- Communicate enthusiasm to others through your attitude to the task. Keep those around you informed. Look for opportunities to coach others, especially when they are struggling to come to grips with a difficult or stretching issue. Successful coaching is often about creating and generating enthusiasm.

- Think about why you need a vision. What do you want to achieve through it? How will you relate it to the practical activities of the organisation? Who is going to be involved? How will you bring others on board with the vision?

- Create a picture of how you want your department or organisation to look in the future. Involve others in the process.

- Turn the vision into reality. Define a timeframe for achieving the vision and plan out the strategies required to move from the current status to the future vision. Identify what the challenges and threats will be to achieving the vision - think about how these could be overcome. Establish a process to regularly monitor progress in implementing these steps.
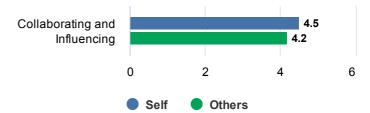
SECTION 2.1.2: A DETAILED REVIEW OF EACH OF VALUES

Collaborating and Influencing

- You embrace collaboration, helping teams learn from each another while pushing them outside their comfort zone to achieve great things.

Collaborating and Influencing: Self **4.5**, Others **4.2**

● Self ● Others

QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	Strength	Role Model
Promotes collaboration and teamwork to achieve shared goals.			5.00 S
		M 4.00	
		MM 4.00	
			5.00 OM
Uses persuasion and negotiation, with limited use of authority, to convince others.		S 4.00	
		M 4.00	
		MM 4.00	
			5.00 OM
Encourages sharing of information, skills and technical capability across teams.		S 4.00	
			5.00 M
			5.00 MM
		OM 4.00	
Removes barriers and addresses organizational silos to realize company objectives.			5.00 S
			5.00 M
			5.00 MM
		OM 4.00	

S **Self**   M **Manager**   MM **Matrix Manager**   OM **Other Manager**

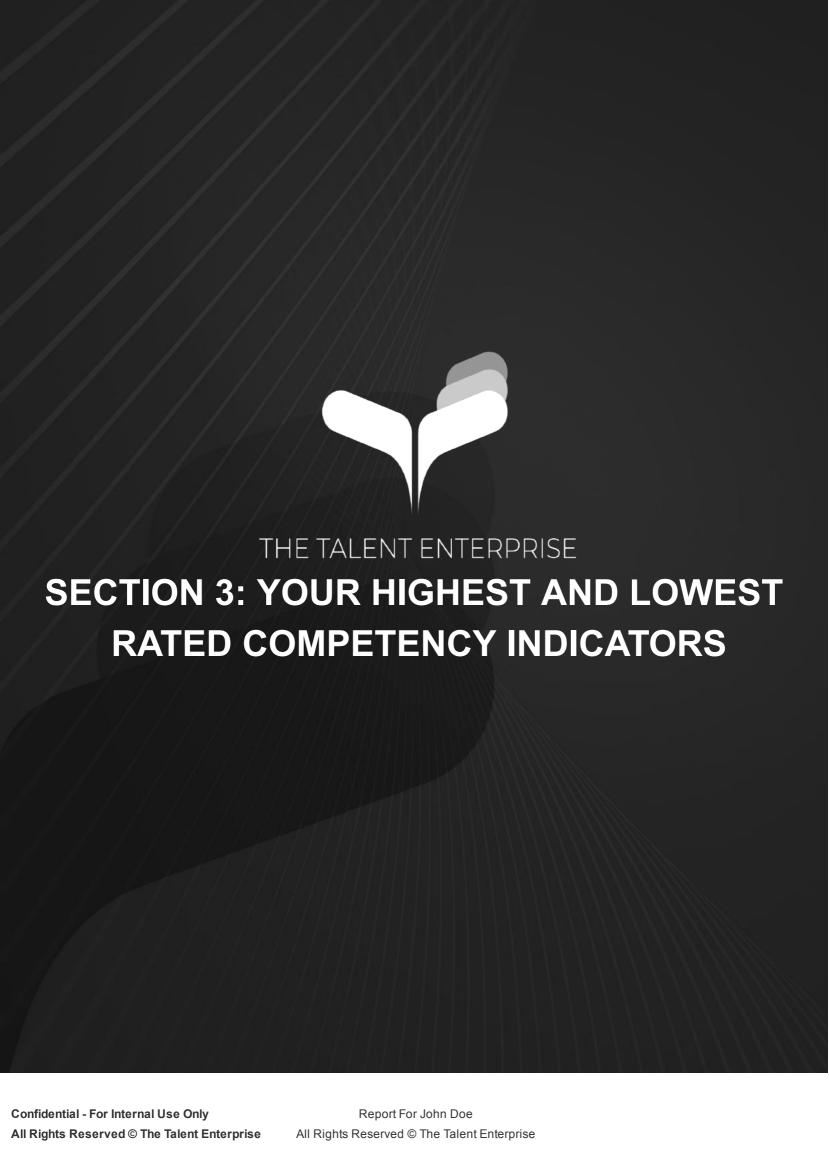# SECTION 2.1.2: A DETAILED REVIEW OF EACH OF LEAD COMPETENCY

Collaborating and Influencing

- You embrace collaboration, helping teams learn from each another while pushing them outside their comfort zone to achieve great things.

DEVELOPMENT TIPS

- Learn to influence without authority. While communicating your point of view, do so with clarity, transparency and structure. Plan and organise your thoughts. Keep your discussions as factual, fair and rationale as possible, displaying authenticity and a balanced viewpoint.

- Be prepared to give and receive honest and open feedback with your team members. Encourage an environment of sharing developmental feedback to learn from each other.

- Listen before you influence. Create one to one conversations with those you want to influence. Cultivate personal connections with colleagues so they see the positive when you attempt to influence them.

- Increase your influence on a specific issue by emphasising the benefits of it to the people you want on your side. Find out what they need and give it to them.

- Think strategically when influencing others. Create a 'power map' to leverage your influence. Identify the decision makers and ask yourself how you will influence those people and who might stand in your way.

THE TALENT ENTERPRISE

SECTION 3: YOUR HIGHEST AND LOWEST RATED COMPETENCY INDICATORS

SECTION 3.1 : HIGHEST / LOWEST RATED COMPETENCY INDICATORS

Focussing on Your Highest and Lowest Rated Competency Indicators by Others

Your 360 Degree Feedback Survey focussed on 9 competencies consistently identified to be the most important for success in leadership roles at Signify. Each of the 9 competencies was measured by 4 leadership indicators each, i.e. the 360 Degree Feedback Survey consisted of a total of 36 statements.

The Highest score statements are your highest rated indicators by others, which is a combined score from all your evaluators or reviewers. In summary, these 5 statements represent what others perceived as your most positive leadership attributes.

The Lowest score statements showcase where your self ratings are those from others had a significant gap. In summary, these statements highlight the areas where your self ratings were very different to the ratings of others. These areas could be potential blind spots for you to look into

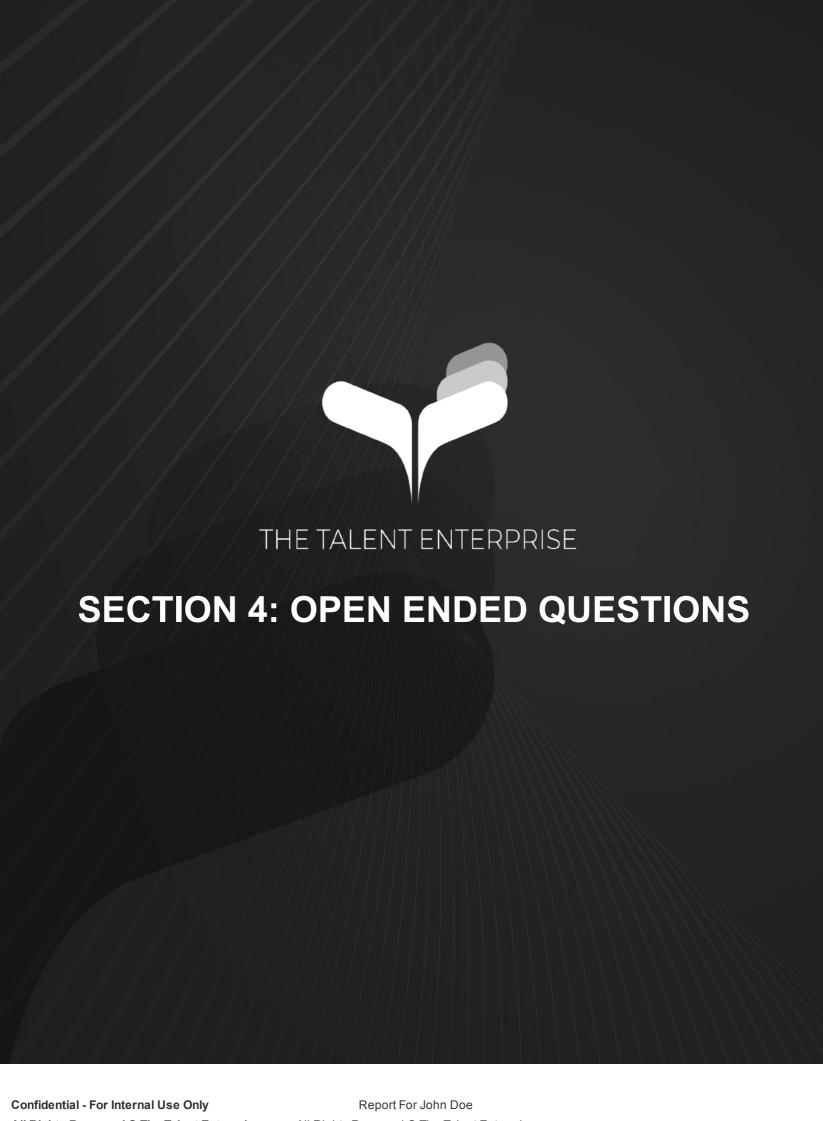| Highest Scores			
Rank	**Competency**	**Indicator**	**Others**
1	Driving Results	Demonstrates grit in the achievement of challenging goals, pushing boundaries of individual and team performance.	4.43
2	Demonstrating Customer Centricity	Drives customer focused decisions based on data and analytics.	4.43
3	Develops a Learning Environment	Promotes growth by encouraging the team to learn and acquire skills.	4.43
4	Understanding and Developing Self	Identifies own leadership strengths and acknowledges areas for development.	4.43
5	Develops Talent	Recognizes and rewards people fairly and transparently.	4.43
Lowest scores			
Rank	**Competency**	**Indicator**	**Others**
1	Demonstrating Customer Centricity	Creates a culture of customer centricity ensuring that customers are at the core of all business decisions.	3.43
2	Develops a Learning Environment	Encourages the team to drive continuous improvement in processes.	3.71
3	Demonstrating Customer Centricity	Mobilizes resources to deliver outstanding customer service.	3.71
4	Demonstrating Strategic Vision	Translates organizational goals into meaningful actions to drive commitment to the company's strategy.	3.71
5	Develops Talent	Provides constructive feedback and addresses low performance when needed.	3.86

SECTION 3.2 : HIGHEST PERCEPTION GAP

Focussing on the Highest Perception Gaps Between Self and Others

Your 360 Degree Feedback Survey focussed on 9 competencies consistently identified to be the most important for success in leadership roles at Signify. Each of the 9 competencies was measured by 4 leadership indicators each, i.e. the 360 Degree Feedback Survey consisted of a total of 36 statements.

The below 5 statements showcase where your self ratings and those from others had a significant gap. In summary, these statements highlight the areas where your self ratings were very different to the ratings of others, i.e. there was low inter-rater consistency.

Rank	Competency	Indicator	Self	Others	Gap
1	Develops a Learning Environment	Encourages the team to drive continuous improvement in processes.	5	3.71	1.29
2	Develops a Learning Environment	Disrupts traditional practices and positively challenges the team to enhance their performance.	5	3.86	1.14
3	Being Inclusive	Builds interpersonal trust and establishes an environment of equal support for contributions.	5	3.86	1.14
4	Develops Talent	Facilitates the movement of talent that aligns with the interests of the individuals and the organisation.	5	4	1
5	Collaborating and Influencing	Promotes collaboration and teamwork to achieve shared goals.	5	4	1
Rank	Competency	Indicator	Self	Others	Gap
1	Driving Results	Demonstrates grit in the achievement of challenging goals, pushing boundaries of individual and team performance.	3	4.43	-1.43
2	Demonstrating Strategic Vision	Maintains an outside-in perspective, looking at trends and competition, to ensure the company adapts to changing business needs.	3	4.14	-1.14
3	Driving Results	Creates a culture of responsibility, holding self and others accountable for achieving business goals.	3	4	-1
4	Demonstrating Strategic Vision	Translates organizational goals into meaningful actions to drive commitment to the company's strategy.	3	3.71	-0.71
5	Collaborating and Influencing	Encourages sharing of information, skills and technical capability across teams.	4	4.29	-0.29

THE TALENT ENTERPRISE

SECTION 4: OPEN ENDED QUESTIONS

SECTION 4: OPEN-ENDED QUESTIONS

Keeping your current role in mind, what would be described as your areas of strength?

Self
Test Test Test

Keeping the person's current role in mind, what would be described as their areas of strength?

Others
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SECTION 4: OPEN-ENDED QUESTIONS

What is the one thing you can develop (do more, do less) in order to be more effective in your current role?

Self
Test Test Test

What is the one thing this person can develop (do more, do less) in order to be more effective in his / her current role?

Others
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SECTION 4: OPEN-ENDED QUESTIONS

As a people leader, what actions will you take in the future to become more inclusive?

Self
Test Test Test

As a people leader, what actions should this person take in the future to become more inclusive?

Others
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SECTION 4: OPEN-ENDED QUESTIONS

If you can do one thing to create higher impact as a people leader, what would it be?

Self
Test Test Test

If this person can do one thing to create higher impact as a people leader, what would it be?

Others
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THE TALENT ENTERPRISE