RICK360

Your 360° feedback report

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RICK360 Sample · Leadership 360 -- Sample Report

August 29, 2026

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This report is for you alone. Individual responses are never shared, only averages by rater group. If you do not share it, only you and your RICK360 contact will ever see what is in it.

1 Introduction

The objective of this 360° process is to give you a clear understanding of what is expected of you in terms of the competencies this project measures, and how you are performing against that today. It comes with strategies and practical advice for closing any gaps, but it is fundamentally a diagnostic tool, not a verdict. You are encouraged to draw on additional resources (a mentor, your manager, your organization's own development guides) as you act on it.

The philosophy behind the process is simple. For people to perform ideally, the following must be true: that you know what is ideally expected of you; that you believe that expectation is reasonable; that you are aware of how your actual performance compares to it; that you accept and understand the difference between the ideal and your actual performance, and that you have access to advice on how to bridge that gap without compromising your dignity.

This report, like the whole 360° process itself, is a development tool rather than an assessment tool. To plan the best route forward, it is good to stop every now and then to see where you are. Consider this report one of those stops.

While we all have some insight into our own capabilities, it is often hard to be objective. Our personal view is a qualitative one, which makes it hard to identify relative strengths or track progress over time, and we may not know or appreciate how our behaviors and skills affect others. This report is meant to provide that outside perspective.

Each report has standard sections (the same for everyone) and individual sections (customized for you). It is still up to you to personalize it further, internalize the findings, and decide on your own development plan.

This report should help you answer three questions: what are your most important development needs, what are your major strengths to build on, and where do you and your raters see things differently, and why. It is not designed to tell you the company average, what percentile you fall into, or who is actually better or worse. Those comparisons are not the point here, and you are the only person to whom you should be comparing yourself on the road forward.

Reading your own scores for the first time can be surprising, even unsettling, and that is a normal reaction. Give yourself time to sit with the report, and go over it with a mentor or trusted colleague before reacting to anyone else.

This report has seven parts: a Domain and Competency summary rolling up your scores first by Domain, then by Competency, your scores table showing your own score versus others' average question by question, your RICK chart showing your overall strengths and weaknesses based on those scores, priority areas ranking your questions by score and by consensus, written comments from your raters, a personalized conclusion, and next steps for building an action plan.

2 Results

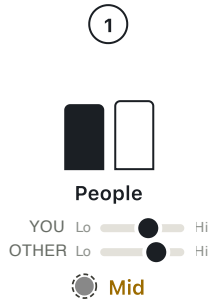
Domain and Competency Summary

Before the question-by-question detail, this section rolls your scores up first by Domain, the broadest grouping your competencies sit under, then by Competency, the mid-level skill areas beneath it. It gives you the shape of your results before the detail that follows.

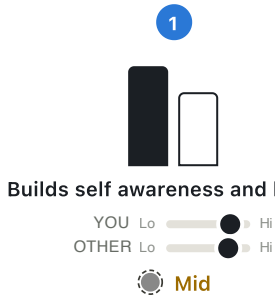
Each Domain or Competency gets a pair of bars: solid (You) is how you rated yourself, hollow (Others) is how others rated you, both on a 1–5 scale. Underneath, two Low-to-High tracks show Cohesion. Cohesion shows how scores related to this domain or competency converge or diverge. One shows how consistent your own ratings are, the other how similar others' ratings are. No track means too few questions to compute one. The Consensus badge below shows how much your other raters agreed with each other across the whole group. So cohesion is between questions, consensus is between raters.

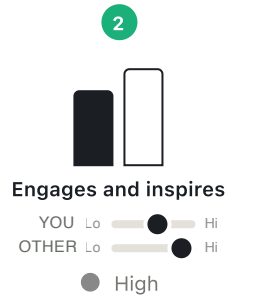
● You ○ Others · bar height = score on the 1–5 scale · Cohesion and Consensus as elsewhere in this report

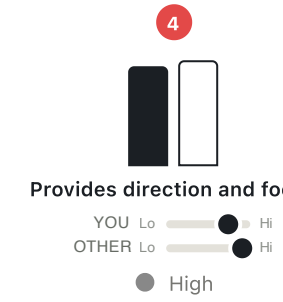
BY DOMAIN

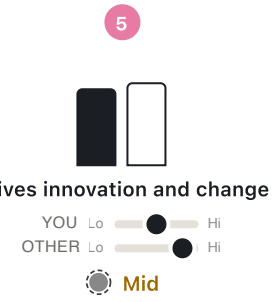


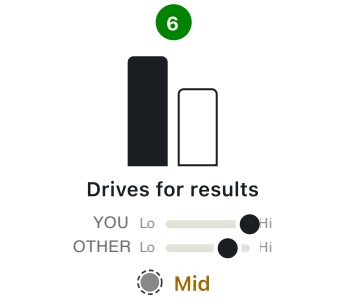
BY COMPETENCY











Detailed Answers

This section reports your scores exactly as given, by you and by your other raters, question by question. It also shows a measure of consensus: how much your other raters agreed with each other.

The scores table shows two marks on a 1-to-5 line for each question: the solid dot is how you rated yourself, the ringed dot is the average of everyone else who rated you. The line between them makes the size of any gap easy to spot at a glance: when the two land on the same score, they overlap into a single solid dot. Alongside each pair is the consensus level among your other raters. This shows how much they agreed with each other.

High: The highest and lowest scores you received from others differ by at most one point; they largely agree on your performance here.
Mid: The highest and lowest scores differ by two points: some difference of opinion, but not a critical one.
Low: The highest and lowest scores differ by three or more points: real disagreement, worth a second look.

● You ○ Other (average) · each row's marks show where You/Other land on the 1–5 scale

	QUESTION	YOU / OTHER	YOU	OTHER	CONSENSUS
	Builds self awareness and listens	YOU LOW HIGH / OTHER LOW HIGH			
1	Demonstrates awareness of own impact		5.0	3.7	Mid
2	Actively listens and builds positively on others' ideas		4.0	3.0	High
3	Seeks honest feedback from managers, reports, peers and listens to and acts upon feedback		5.0	4.3	Mid
4	Approachable and listens to people about the issues that matter to them		5.0	4.0	Mid
	Engages and inspires	YOU LOW HIGH / OTHER LOW HIGH			
5	Leads by setting a personal example of excellence		3.0	4.0	High
6	Communicates in simple and clear terms		3.0	4.7	High
7	Builds enthusiasm and momentum for change with passion and belief		5.0	4.7	High
8	Creates an environment where people can perform AND enjoy		5.0	4.7	High
9	Displays fairness; exhibits trust, and gains respect through own behaviour and actions		4.0	4.7	High

10	Shows integrity and ethical awareness	3.0	5.0	High

Supports high performing teams

YOU LOW HIGH
OTHER LOW HIGH

11	Implements and visibly supports team decisions and 'ground rules'	3.0	2.3	High
12	Provides clear, timely and constructive feedback and ongoing coaching for others	2.0	2.3	High
13	Manages poor performance and behaviour effectively	3.0	3.3	High
14	Leverages complementary strengths of team by valuing different approaches, experiences, expertise	2.0	3.7	High
15	Identifies, recognizes and celebrates individual and team accomplishments	2.0	3.0	Mid
16	Proactively manages resistance to change within team	3.0	3.7	High
17	Creates an environment that respects the balance between work and outside interests	4.0	2.7	Mid
18	Shows high commitment to personal and team development, allocating meaningful time and resources to plan and deliver on these	2.0	3.0	Mid
19	Develops effective peer working relationships within and across the team	2.0	2.3	High

Provides direction and focus

YOU LOW HIGH
OTHER LOW HIGH

20	Establishes direction and clear goals consistent with the company's vision and strategy	5.0	5.0	High
21	Keeps self and team focused on key priorities by setting milestones to ensure things happen as planned	4.0	4.7	High
22	Reduces complexity and develops clear and simple plans	5.0	5.0	High

Drives innovation and change

YOU LOW HIGH
OTHER LOW HIGH

23	Sees different sides of a problem / situation	5.0	4.3	Mid
24	Adapts quickly to new situations and requirements	3.0	4.3	Mid
25	Tries out new ideas and approaches	3.0	4.0	High

26	Changes the status quo: speaks up with conviction even when this may be unpopular	5.0	4.3	Mid
27	Leverages understanding of customers, consumers, suppliers, stakeholders to inform business decisions	5.0	3.3	High
28	Values and harnesses differences as a catalyst for new ideas and competitive advantage	3.0	4.0	High
29	Quickly identifies and seeks advantage for the business in new situations	3.0	4.3	Mid

Drives for results

YOU LOW HIGH
OTHER LOW HIGH

30	Mobilises resources effectively to achieve objectives	5.0	4.0	Mid
31	Optimises and improves systems and work processes to drive productivity and growth	5.0	4.0	Mid
32	Demands discipline of self and others to raise standards and deliver stretch goals and objectives	5.0	3.7	Mid
33	Makes decisions that are in the best interest of the business before consideration of self, own function or market	5.0	4.7	High
34	Takes calculated risks, and learns from mistakes	5.0	4.3	High
35	Shares key business and organizational information and learning quickly and effectively	5.0	3.7	Mid
36	Regularly reviews performance against targets	5.0	3.0	High

RICK Chart

The RICK chart is the heart of this report. It works like a SWOT chart: each dot is one of your questions, placed by your score (across) and others' average score (up and down), and colored by competency.

There are no numbers on the axes; what matters is which quadrant a dot lands in, not its exact position. A dashed ring flags a consensus level worth noting. Overlapping dots are nudged apart and marked with a small *, +, or - so every one stays visible.

Builds self awareness and listens

1 Demonstrates awareness of own impa...
2 Actively listens and builds positively o...
3 Seeks honest feedback from manager...
4 Approachable and listens to people a...

Engages and inspires

5 Leads by setting a personal example ...
6 Communicates in simple and clear ter...
7 Builds enthusiasm and momentum for...
8 Creates an environment where people...
9 Displays fairness; exhibits trust, and ...
10 Shows integrity and ethical awareness

Supports high performing teams

11 Implements and visibly supports team...
12 Provides clear, timely and constructiv...
13 Manages poor performance and beha...
14 Leverages complementary strengths ...
15 Identifies, recognizes and celebrates ...
16 Proactively manages resistance to ch...
17 Creates an environment that respects...
18 Shows high commitment to personal ...
19 Develops effective peer working relati...

Provides direction and focus

20 Establishes direction and clear goals ...
21 Keeps self and team focused on key p...
22 Reduces complexity and develops cle...

Drives innovation and change

23 Sees different sides of a problem / sit...
24 Adapts quickly to new situations and ...
25 Tries out new ideas and approaches
26 Changes the status quo: speaks up wi...
27 Leverages understanding of customer...
28 Values and harnesses differences as ...
29 Quickly identifies and seeks advantag...

Drives for results

30 Mobilises resources effectively to ach...
31 Optimises and improves systems and ...
32 Demands discipline of self and others...
33 Makes decisions that are in the best i...
34 Takes calculated risks, and learns fro...
35 Shares key business and organization...
36 Regularly reviews performance again...

Meaning of Scores

Relax

You are being harder on yourself here than others are. The general advice is to relax and give yourself credit for something you are already doing well, or, if you genuinely think the expected standard should be higher, to say so.

General

- Look at these items as strengths you may be underselling. Others see you meeting the expected standard; if you think more is genuinely warranted, communicate that rather than just privately expecting more of yourself.
- High/Mid consensus: everyone rating you agrees you are doing fine here; take the credit.
- Low consensus: at least one rater shares your lower opinion. Worth asking whether your performance really warrants a lower rating, or whether people are simply taking your own word for it and expecting more as a result.

Strategies

- Double-check your understanding of what is actually expected in this competency.
- If something else is really driving the low self-rating, identify it and make a plan for that instead.
- Practice accepting the feedback and keep up the same frequency of behavior.
- Ask others what specific situations they had in mind when rating you; use that to notice your own behavior more consciously.
- Move from unconsciously competent to consciously competent here, so you can put it to more deliberate use: coaching others, taking on more situations that call for it, modeling it for your team.

Watch out for

- Underestimating your own potential, which can mean not volunteering for things you are already capable of.
- "Under-promise, over-deliver" becoming a habit that quietly slows your own development.
- Over- or de-emphasizing this competency when giving or receiving feedback, because it does not match your own self-assessment.

Improve

This quadrant is the highest priority for your action plan. You and others agree performance here needs to improve.

General

- There is something to both celebrate and work on: everyone agrees on where you stand, which means you are aware of the gap and will not be fighting perception as well as behavior.
- Before building an action plan, work out whether this is a capability problem (you do not yet have the skill, method, or knowledge) or a willingness problem (you have the skill but are not applying it). You are usually the best judge: if you have done it before, it is rarely a capability gap.
- High/Mid consensus: this is a top-priority item; start here.
- Low consensus: still worth addressing, but as a second priority behind items with clearer agreement.

Strategies

- Ask yourself: is this capability or willingness? If willingness, is it personal, or something about how the organization works that is getting in the way?
- Look for related areas you might also be underperforming in without realizing it.
- Think about how your existing strengths could help you improve here.
- Build your action plan starting with these items, and tackle them one at a time rather than all at once.
- Get specific: what to do, how to do it, what impact you expect, and share the plan with your colleagues so they can give you feedback as you go.

Watch out for

- Being too hard on yourself ("I can't do this") in a way that stalls you before you start.
- Letting negative feedback demotivate you instead of asking for help figuring out what to do with it.
- Reading criticism as personal rather than as feedback on a specific, changeable behavior.
- Trying to change everything at once and getting overwhelmed. Change one thing, observe the result, and ask for help when you need it.

Convince Others

You rate yourself higher here than others do. This is usually the second priority, and the hardest, because it means changing not just your behavior but other people's perception of it.

General

- A few reasons this gap shows up: you might not be aware of the shortfall; you might be aware but treat it as low-priority; you might have real evidence others simply have not seen; you might display the behavior selectively rather than consistently; or you might know you can do it but not be motivated to do it often enough for others to notice.
- Whatever the specific reason, communication is usually part of the fix: make sure people can actually see the evidence you have.
- High/Mid consensus: others largely agree with each other, just not with you; you will need to either provide observable evidence or actually change the underlying performance.
- Low consensus: you may be displaying the behavior selectively for different groups, or some raters may have misunderstood what the question was really asking.

Strategies

- Work out which of the reasons above best explains the gap for this item.
- After the Improve items, tackle these next in your action plan.
- Deliberately create situations where others can observe you doing this well, and make the effort visible.
- Invest in the underlying relationships: understanding how others are thinking helps you see why the gap exists in the first place.

Watch out for

- Dismissing the feedback outright ("what they think doesn't matter"), even if you are technically right, you still need to bring people along.
- Feeling isolated because raters do not share your self-assessment; remember this is feedback on a specific competency, not a judgment of you as a person.
- Giving up on asking for feedback because it feels "off"; that feedback becomes more valuable, not less, once you are actively working on the gap.

Keep It Up

This is where you want every competency to eventually be. You and others agree you are performing close to the expected standard; the advice here is maintenance, not fixes.

General

- These behaviors have most likely become second nature to you; they are a strength to build the rest of your development plan around.
- It is worth understanding how you got here, so you can repeat the same approach for competencies that are not in this quadrant yet.
- High/Mid consensus: this is a genuine, broadly-recognized strength.
- Low consensus: mostly a strength, but worth a little convincing on the margins; think about why a few raters see it differently, including whether you are displaying it selectively.

Strategies

- Keep doing what is working, but consider whether the bar itself should move higher.
- Make sure you are putting this strength to its fullest use for your team and organization.
- Look for ways to mentor others in this competency, multiplying the benefit beyond just your own performance.

Watch out for

- Complacency: what got you here may not be enough for tomorrow's challenges. Keep renewing the skill, not just relying on past performance.
- Coasting once you feel "safe" here: competencies you have not fully internalized yet can slip back if you stop actively maintaining them.
- Assuming high ratings always reflect real performance rather than people being reluctant to give you harder feedback; keep inviting it honestly.

Ranked Answers

Ranked by your own score (lowest first)

- Q12 Provides clear, timely and constructive feedback and ongoing coaching for others (2.0)
- Q14 Leverages complementary strengths of team by valuing different approaches, experiences, expertise (2.0)
- Q15 Identifies, recognizes and celebrates individual and team accomplishments (2.0)
- Q18 Shows high commitment to personal and team development, allocating meaningful time and resources to plan and deliver on these (2.0)
- Q19 Develops effective peer working relationships within and across the team (2.0)
- Q05 Leads by setting a personal example of excellence (3.0)
- Q06 Communicates in simple and clear terms (3.0)
- Q10 Shows integrity and ethical awareness (3.0)
- Q11 Implements and visibly supports team decisions and 'ground rules' (3.0)
- Q13 Manages poor performance and behaviour effectively (3.0)
- Q16 Proactively manages resistance to change within team (3.0)
- Q24 Adapts quickly to new situations and requirements (3.0)
- Q25 Tries out new ideas and approaches (3.0)
- Q28 Values and harnesses differences as a catalyst for new ideas and competitive advantage (3.0)
- Q29 Quickly identifies and seeks advantage for the business in new situations (3.0)
- Q02 Actively listens and builds positively on others' ideas (4.0)
- Q09 Displays fairness; exhibits trust, and gains respect through own behaviour and actions (4.0)
- Q17 Creates an environment that respects the balance between work and outside interests (4.0)
- Q21 Keeps self and team focused on key priorities by setting milestones to ensure things happen as planned (4.0)
- Q01 Demonstrates awareness of own impact (5.0)
- Q03 Seeks honest feedback from managers, reports, peers and listens to and acts upon feedback (5.0)
- Q04 Approachable and listens to people about the issues that matter to them (5.0)
- Q07 Builds enthusiasm and momentum for change with passion and belief (5.0)
- Q08 Creates an environment where people can perform AND enjoy (5.0)
- Q20 Establishes direction and clear goals consistent with the company's vision and strategy (5.0)
- Q22 Reduces complexity and develops clear and simple plans (5.0)
- Q23 Sees different sides of a problem / situation (5.0)
- Q26 Changes the status quo: speaks up with conviction even when this may be unpopular (5.0)
- Q27 Leverages understanding of customers, consumers, suppliers, stakeholders to inform business decisions (5.0)
- Q30 Mobilises resources effectively to achieve objectives (5.0)
- Q31 Optimises and improves systems and work processes to drive productivity and growth (5.0)
- Q32 Demands discipline of self and others to raise standards and deliver stretch goals and objectives (5.0)
- Q33 Makes decisions that are in the best interest of the business before consideration of self, own function or market (5.0)
- Q34 Takes calculated risks, and learns from mistakes (5.0)
- Q35 Shares key business and organizational information and learning quickly and effectively (5.0)
- Q36 Regularly reviews performance against targets (5.0)

Ranked by others' score (lowest first)

- Q11 Implements and visibly supports team decisions and ‘ground rules’ (2.3)
- Q12 Provides clear, timely and constructive feedback and ongoing coaching for others (2.3)
- Q19 Develops effective peer working relationships within and across the team (2.3)
- Q17 Creates an environment that respects the balance between work and outside interests (2.7)
- Q02 Actively listens and builds positively on others’ ideas (3.0)
- Q15 Identifies, recognizes and celebrates individual and team accomplishments (3.0)
- Q18 Shows high commitment to personal and team development, allocating meaningful time and resources to plan and deliver on these (3.0)
- Q36 Regularly reviews performance against targets (3.0)
- Q13 Manages poor performance and behaviour effectively (3.3)
- Q27 Leverages understanding of customers, consumers, suppliers, stakeholders to inform business decisions (3.3)
- Q01 Demonstrates awareness of own impact (3.7)
- Q14 Leverages complementary strengths of team by valuing different approaches, experiences, expertise (3.7)
- Q16 Proactively manages resistance to change within team (3.7)
- Q32 Demands discipline of self and others to raise standards and deliver stretch goals and objectives (3.7)
- Q35 Shares key business and organizational information and learning quickly and effectively (3.7)
- Q04 Approachable and listens to people about the issues that matter to them (4.0)
- Q05 Leads by setting a personal example of excellence (4.0)
- Q25 Tries out new ideas and approaches (4.0)
- Q28 Values and harnesses differences as a catalyst for new ideas and competitive advantage (4.0)
- Q30 Mobilises resources effectively to achieve objectives (4.0)
- Q31 Optimises and improves systems and work processes to drive productivity and growth (4.0)
- Q03 Seeks honest feedback from managers, reports, peers and listens to and acts upon feedback (4.3)
- Q23 Sees different sides of a problem / situation (4.3)
- Q24 Adapts quickly to new situations and requirements (4.3)
- Q26 Changes the status quo: speaks up with conviction even when this may be unpopular (4.3)
- Q29 Quickly identifies and seeks advantage for the business in new situations (4.3)
- Q34 Takes calculated risks, and learns from mistakes (4.3)
- Q06 Communicates in simple and clear terms (4.7)
- Q07 Builds enthusiasm and momentum for change with passion and belief (4.7)
- Q08 Creates an environment where people can perform AND enjoy (4.7)
- Q09 Displays fairness; exhibits trust, and gains respect through own behaviour and actions (4.7)
- Q21 Keeps self and team focused on key priorities by setting milestones to ensure things happen as planned (4.7)
- Q33 Makes decisions that are in the best interest of the business before consideration of self, own function or market (4.7)
- Q10 Shows integrity and ethical awareness (5.0)
- Q20 Establishes direction and clear goals consistent with the company’s vision and strategy (5.0)
- Q22 Reduces complexity and develops clear and simple plans (5.0)

Ranked by consensus (least agreement first)

- Q01 Demonstrates awareness of own impact · **Mid consensus**

- Q03 Seeks honest feedback from managers, reports, peers and listens to and acts upon feedback · **Mid consensus**
- Q04 Approachable and listens to people about the issues that matter to them · **Mid consensus**
- Q15 Identifies, recognizes and celebrates individual and team accomplishments · **Mid consensus**
- Q17 Creates an environment that respects the balance between work and outside interests · **Mid consensus**
- Q18 Shows high commitment to personal and team development, allocating meaningful time and resources to plan and deliver on these · **Mid consensus**
- Q23 Sees different sides of a problem / situation · **Mid consensus**
- Q24 Adapts quickly to new situations and requirements · **Mid consensus**
- Q26 Changes the status quo: speaks up with conviction even when this may be unpopular · **Mid consensus**
- Q29 Quickly identifies and seeks advantage for the business in new situations · **Mid consensus**
- Q30 Mobilises resources effectively to achieve objectives · **Mid consensus**
- Q31 Optimises and improves systems and work processes to drive productivity and growth · **Mid consensus**
- Q32 Demands discipline of self and others to raise standards and deliver stretch goals and objectives · **Mid consensus**
- Q35 Shares key business and organizational information and learning quickly and effectively · **Mid consensus**
- Q06 Communicates in simple and clear terms · High consensus
- Q07 Builds enthusiasm and momentum for change with passion and belief · High consensus
- Q08 Creates an environment where people can perform AND enjoy · High consensus
- Q09 Displays fairness; exhibits trust, and gains respect through own behaviour and actions · High consensus
- Q11 Implements and visibly supports team decisions and ‘ground rules’ · High consensus
- Q12 Provides clear, timely and constructive feedback and ongoing coaching for others · High consensus
- Q13 Manages poor performance and behaviour effectively · High consensus
- Q14 Leverages complementary strengths of team by valuing different approaches, experiences, expertise · High consensus
- Q16 Proactively manages resistance to change within team · High consensus
- Q19 Develops effective peer working relationships within and across the team · High consensus
- Q21 Keeps self and team focused on key priorities by setting milestones to ensure things happen as planned · High consensus
- Q27 Leverages understanding of customers, consumers, suppliers, stakeholders to inform business decisions · High consensus
- Q33 Makes decisions that are in the best interest of the business before consideration of self, own function or market · High consensus
- Q34 Takes calculated risks, and learns from mistakes · High consensus
- Q02 Actively listens and builds positively on others’ ideas · High consensus
- Q05 Leads by setting a personal example of excellence · High consensus
- Q10 Shows integrity and ethical awareness · High consensus
- Q20 Establishes direction and clear goals consistent with the company’s vision and strategy · High consensus
- Q22 Reduces complexity and develops clear and simple plans · High consensus
- Q25 Tries out new ideas and approaches · High consensus
- Q28 Values and harnesses differences as a catalyst for new ideas and competitive advantage · High consensus
- Q36 Regularly reviews performance against targets · High consensus

Comments from Raters

STRENGTHS

- Consistently sets a clear direction and holds the team to it.
- Always makes time to explain the 'why' behind a decision.

ROOM TO GROW

- Could delegate more of the team-development conversations instead of carrying them alone.

Priority Areas

Improve: top priority

Q11 Implements and visibly supports team decisions and 'ground rules'

Q12 Provides clear, timely and constructive feedback and ongoing coaching for others

Q13 Manages poor performance and behaviour effectively

Q14 Leverages complementary strengths of team by valuing different approaches, experiences, expertise

Q15 Identifies, recognizes and celebrates individual and team accomplishments

Q16 Proactively manages resistance to change within team

Q18 Shows high commitment to personal and team development, allocating meaningful time and resources to plan and deliver on these

Q19 Develops effective peer working relationships within and across the team

Convince Others: second priority

Q01 Demonstrates awareness of own impact

Q02 Actively listens and builds positively on others' ideas

Q17 Creates an environment that respects the balance between work and outside interests

Q27 Leverages understanding of customers, consumers, suppliers, stakeholders to inform business decisions

Q32 Demands discipline of self and others to raise standards and deliver stretch goals and objectives

Q35 Shares key business and organizational information and learning quickly and effectively

Q36 Regularly reviews performance against targets

Relax

Q05 Leads by setting a personal example of excellence
Q06 Communicates in simple and clear terms
Q10 Shows integrity and ethical awareness
Q24 Adapts quickly to new situations and requirements
Q25 Tries out new ideas and approaches
Q28 Values and harnesses differences as a catalyst for new ideas and competitive advantage
Q29 Quickly identifies and seeks advantage for the business in new situations

Keep It Up

Q03 Seeks honest feedback from managers, reports, peers and listens to and acts upon feedback
Q04 Approachable and listens to people about the issues that matter to them
Q07 Builds enthusiasm and momentum for change with passion and belief
Q08 Creates an environment where people can perform AND enjoy
Q09 Displays fairness; exhibits trust, and gains respect through own behaviour and actions
Q20 Establishes direction and clear goals consistent with the company's vision and strategy
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Q23 Sees different sides of a problem / situation
Q26 Changes the status quo: speaks up with conviction even when this may be unpopular
Q30 Mobilises resources effectively to achieve objectives
Q31 Optimises and improves systems and work processes to drive productivity and growth
Q33 Makes decisions that are in the best interest of the business before consideration of self, own function or market
Q34 Takes calculated risks, and learns from mistakes

3 Conclusion

Maya shows a consistent, well-rounded leadership profile across both the People and Strategic domains, with particularly strong alignment between self-perception and how raters experience her day to day -- a sign of solid self-awareness. Direction-setting and results orientation stand out as clear strengths, recognized uniformly across manager, peer, and direct-report perspectives.

The one area worth attention is team development: scores here are solid but noticeably lower than the rest of the profile, with some spread between raters suggesting the experience varies by who is being asked. This looks less like an urgent problem and more like an opportunity -- building more structured, regular development conversations into the team's rhythm would likely lift this into the same strong band as everything else.

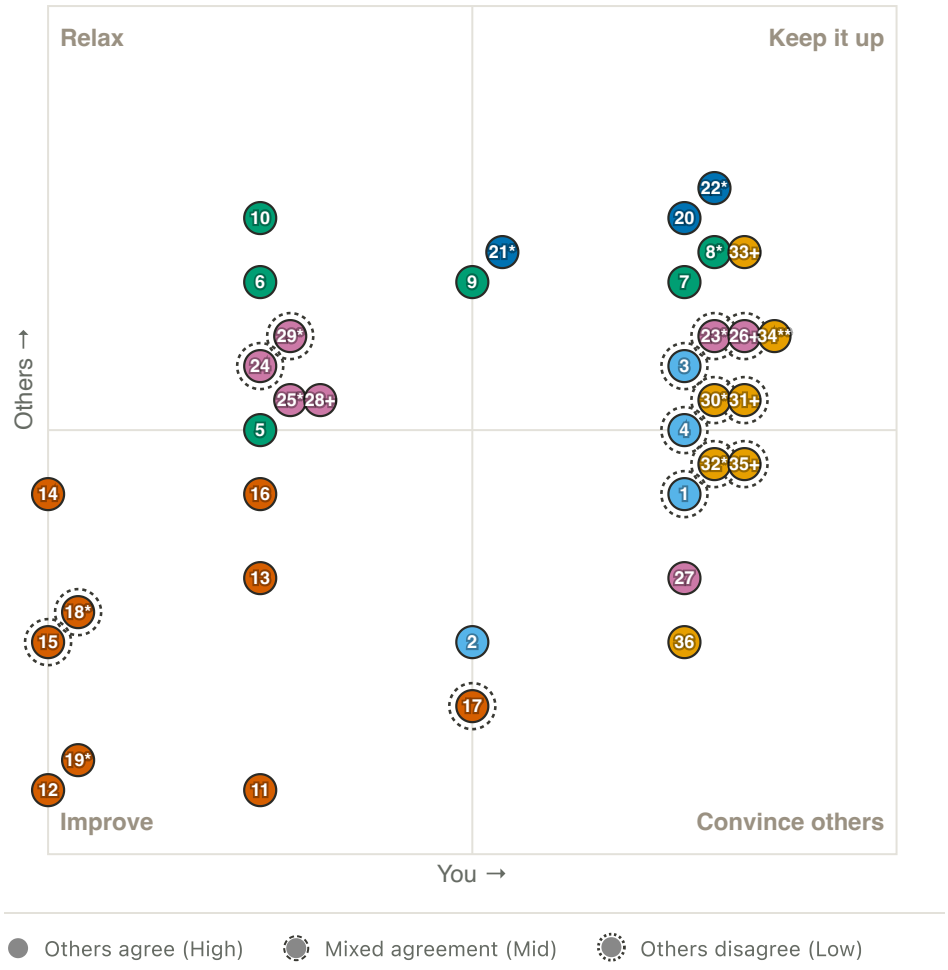
4 Next steps

What is next? This is the step for decision and action.

1. Review this report, personalize it, and pull out as much insight as you can.
2. If you would like a personal feedback session to go deeper, contact your consultant to arrange one.
3. Put together an action plan for improvement: what to do, how to do it, the result you expect, and a specific deadline. Pick at least three items to start with, and share the plan with a mentor or your manager.
4. Review your action plan periodically, on your own or with a mentor.

APPENDIX 1 Colorblind-safe RICK Chart

The same RICK chart from the Results section, redrawn with a colorblind-safe palette for readers who need it.



The RICK chart is the heart of this report. It works like a SWOT chart: each dot is one of your questions, placed by your score (across) and others' average score (up and down), and colored by competency.

There are no numbers on the axes; what matters is which quadrant a dot lands in, not its exact position. A dashed ring flags a consensus level worth noting. Overlapping dots are nudged apart and marked with a small *, +, or - so every one stays visible.

Builds self awareness and listens

1 Demonstrates awareness of own impa...
2 Actively listens and builds positively o...
3 Seeks honest feedback from manager...
4 Approachable and listens to people a...

Engages and inspires

5 Leads by setting a personal example ...
6 Communicates in simple and clear ter...
7 Builds enthusiasm and momentum for...
8 Creates an environment where people...
9 Displays fairness; exhibits trust, and ...
10 Shows integrity and ethical awareness

Supports high performing teams

11 Implements and visibly supports team...
12 Provides clear, timely and constructiv...
13 Manages poor performance and beha...
14 Leverages complementary strengths ...
15 Identifies, recognizes and celebrates ...
16 Proactively manages resistance to ch...
17 Creates an environment that respects...
18 Shows high commitment to personal ...
19 Develops effective peer working relati...

Provides direction and focus

20 Establishes direction and clear goals ...
21 Keeps self and team focused on key p...
22 Reduces complexity and develops cle...

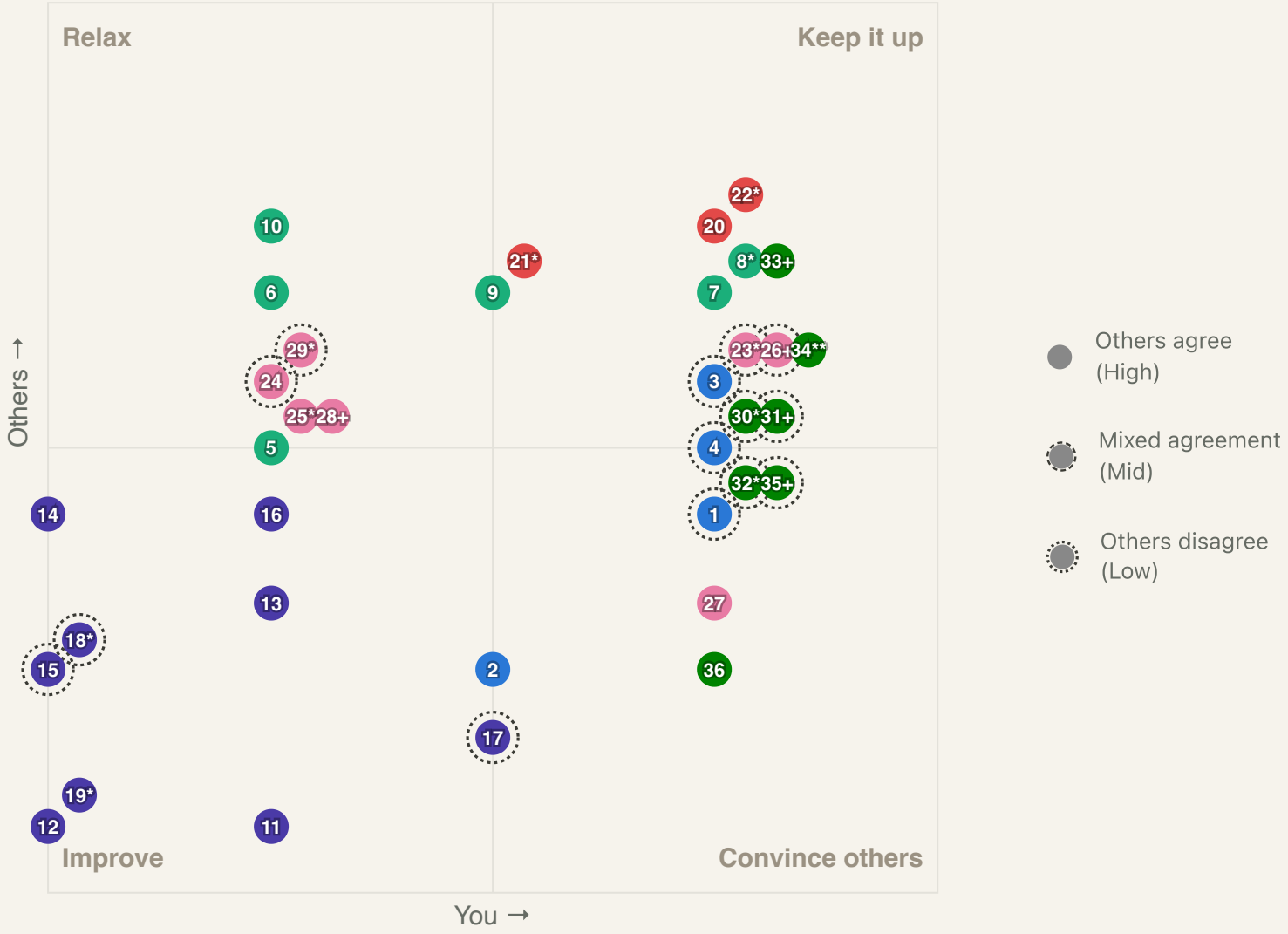
Drives innovation and change

23 Sees different sides of a problem / sit...
24 Adapts quickly to new situations and ...
25 Tries out new ideas and approaches
26 Changes the status quo: speaks up wi...
27 Leverages understanding of customer...
28 Values and harnesses differences as ...
29 Quickly identifies and seeks advantag...

Drives for results

30 Mobilises resources effectively to ach...
31 Optimises and improves systems and ...
32 Demands discipline of self and others...
33 Makes decisions that are in the best i...
34 Takes calculated risks, and learns fro...
35 Shares key business and organization...
36 Regularly reviews performance again...

APPENDIX 2

Large Print RICK Chart

The same RICK chart from the Results section, enlarged for easier reading.