



Strategic-Tactical Leadership Index-360 (STLI-360) By John Mattone **PB**

Feedback Report
4/23/2018

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About this Review

This multi-rater survey is designed to assist you in your professional development. Every aspect of the process is customized to your organization and the core competencies believed to be important to your professional growth and development. When used effectively, the survey will:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of others' observations and suggestions
- Demonstrate your organization's commitment to your professional development

Rater Groups That Provided Feedback

The following groups of individuals provided feedback in this survey.

Rater Group	# of Respondents	# Invited to Participate
Other	3	3
Indirect Reports	2	2
Direct Reports	6	8
Peers		2
Supervisor	3	3
Self	1	1

About The Rating Scale

This survey employed the following rating scale when asking Raters to provide feedback about their observations of the subject's behaviors.

Scale Option	Assigned Value
Not Observed	---
Ineffective	1
Somewhat Effective	2
Effective	3
Very Effective	4
Most Effective	5

Statistical Measures Used in This Report

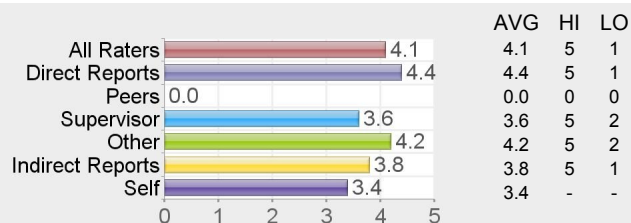
Common statistical information that is presented in the report includes: *n*: the number of respondents to an item; *HI*: the highest rated provided on an item; *LO*: the lowest rating provided on an item.

Competency Summary

This report shows average ratings for each competency in the review segmented by rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given competency. The All Raters bar shows the average of competency scores from all rater groups together, excluding the self-rating.

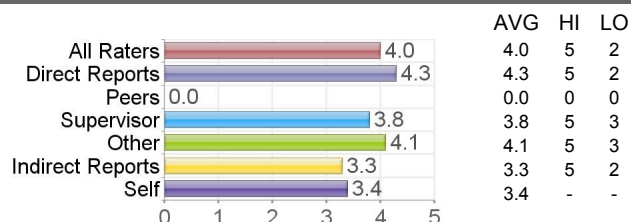
Overall Rating: 4.1 out of 5.0

Aggregate ratings for all competencies in the review.



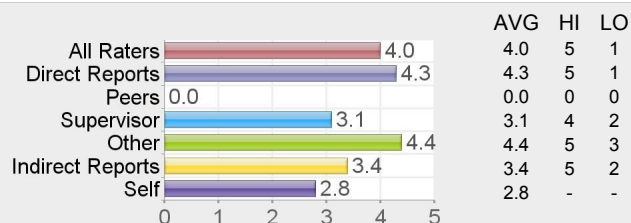
Critical Thinking

Ability to adjust his/her own position based on relevant information and data; Able to avoid over-generalizing to other situations based on available evidence; Able to bring diverse information together that logically follows from the available evidence; Analyzes information and positions advanced b...



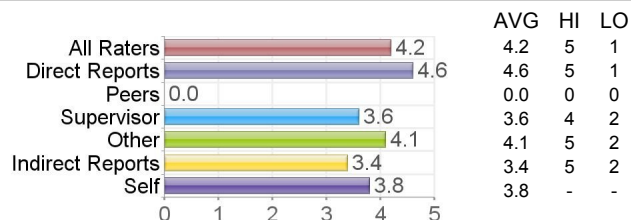
Decision-Making

Collects, analyzes and utilizes accurate data from multiple relevant sources (i.e. head); Effectively balances the situation's many factors (e.g., time, risk, and strategic priorities) before reaching the final decision; Has a trustworthy gut that instinctively knows the right course of action and e...



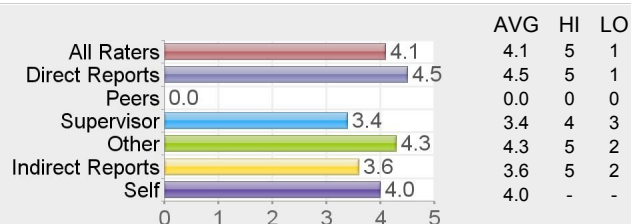
Strategic Thinking

Creatively crafts strategies that are aligned with important market conditions, vision of the organization, the systems and structure, and the available talent; Defines a viable mission for the unit based on organization's vision, the relevant strengths and limitations of the organizations/unit, as ...



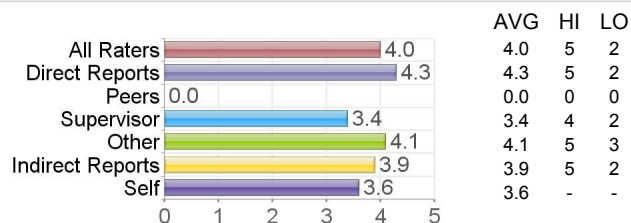
Emotional Leadership

Creates a positive culture through the use of optimism and honesty; Demonstrates a strong self-awareness; Demonstrates a strong self-concept and character as a foundation for effectively working through challenges; Demonstrates the ability to use positive thinking and emotions as a foundation for w...



Communication Skills

Communicates accurate information in a clear and timely manner; Displays an open and approachable style; Finds common ground to accommodate conflicting needs/wants of different stakeholders; Gives full attention to others when they are communicating and accurately processes what is said with minimal...

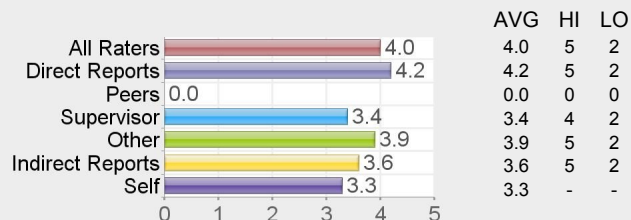


Rating Scale: 5 = Most Effective; 4 = Very Effective; 3 = Effective; 2 = Somewhat Effective; 1 = Ineffective; 0 = Not Observed

Competency Summary (continued)

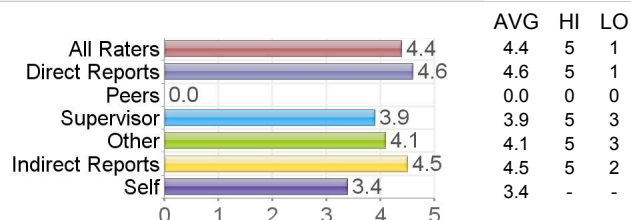
Talent Leadership

Accurately and effectively identifies, the A, B and C players based on performance, potential and readiness; Connects quickly and consistently with individuals and the team to consider the work preferences, values, capabilities and their engagement levels in order to make necessary adjustments as ti...



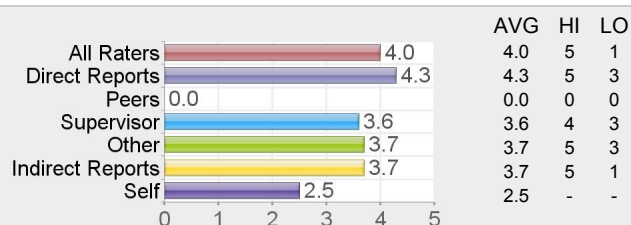
Team Leadership

Creates a culture in which the team can commit to decisions - putting aside their differences - and hold each other accountable for results; Creates by word and action - a culture in which people feel valued and team members support one another; Demonstrates versatility while at the same time provid...



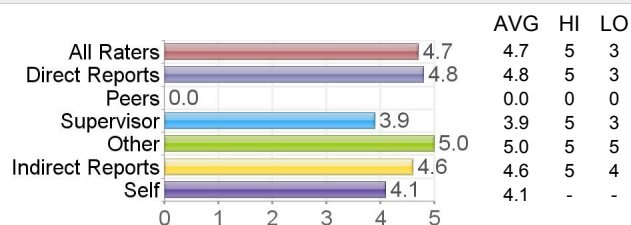
Change Leadership

Clearly defines a vision and set of values that captures the essence of why change is required; Convinces others of the need for change due to critical organizational objectives; Effectively creates and implements a plan and process for achieving desired change; Effectively leads and manages change ...



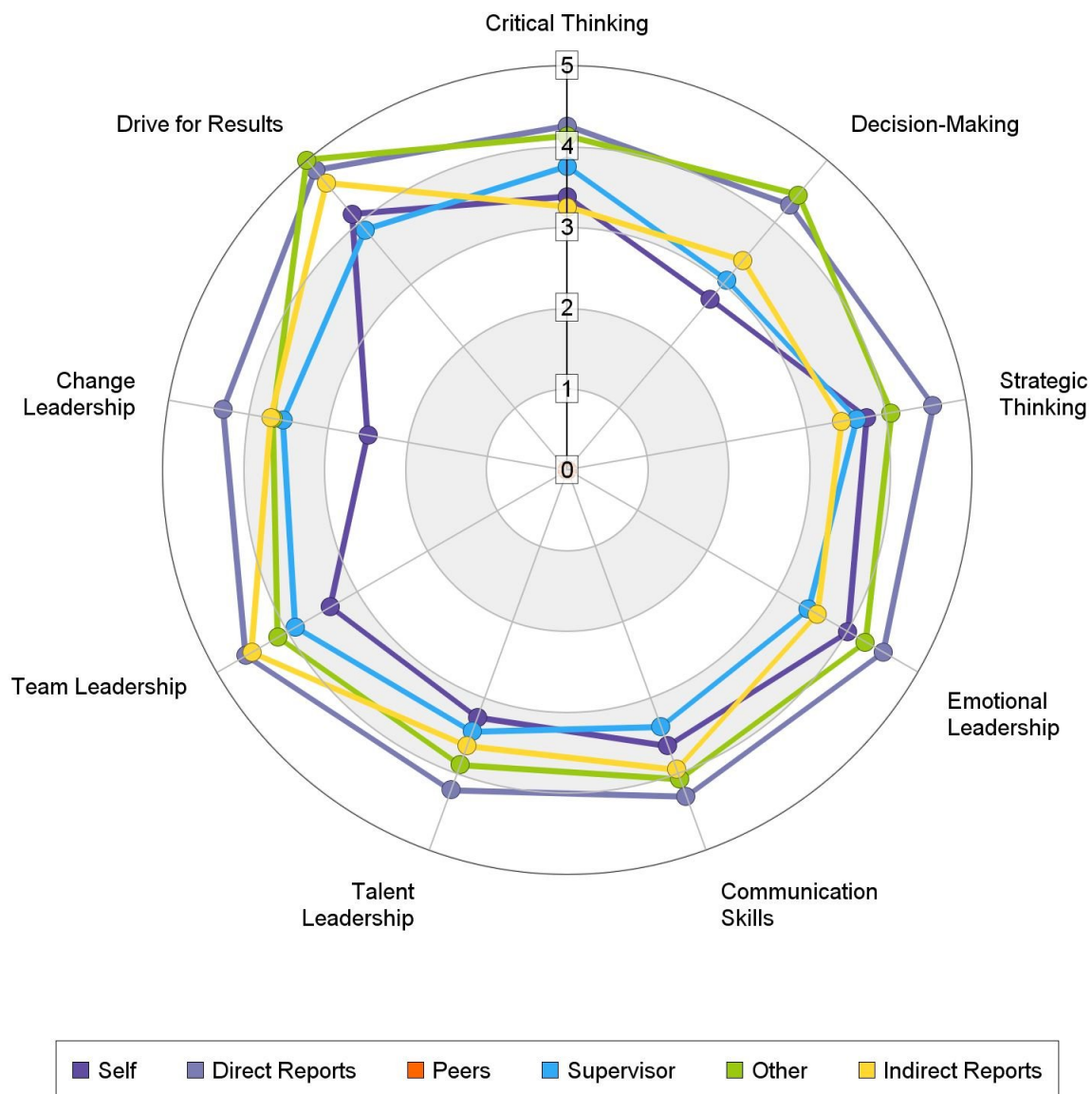
Drive for Results

Is decisive in thought and action; Is disciplined when attacking tough issues; Is passionate about doing what is required to achieve breakthrough results; Maintains discipline when disruptions might detract attention from key objectives; Overcomes potential stumbling blocks to achieve an objective; ...



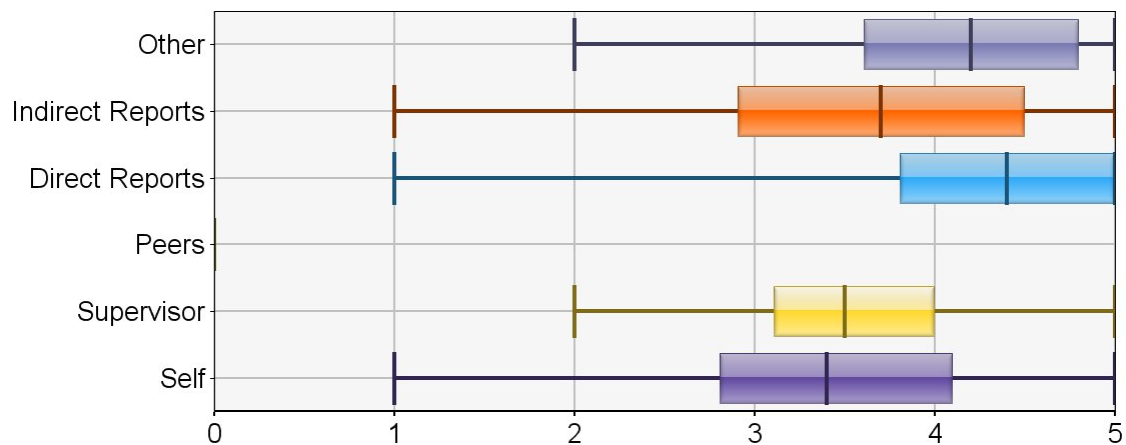
Competency Profile

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.



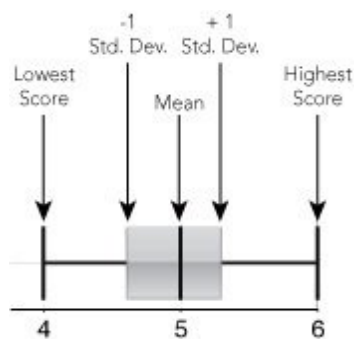
Summary of All Items

The chart below shows a summary of all responses sorted by Rater group.



Reading the Box and Whisker Diagram.

The Box and Whisker chart above is useful in summarizing and interpreting a range of data. The example chart below shows the different components of the Box and Whisker diagram and how to interpret the data.



Lowest Score: This is the lowest score that the individual received from a particular Rater group.

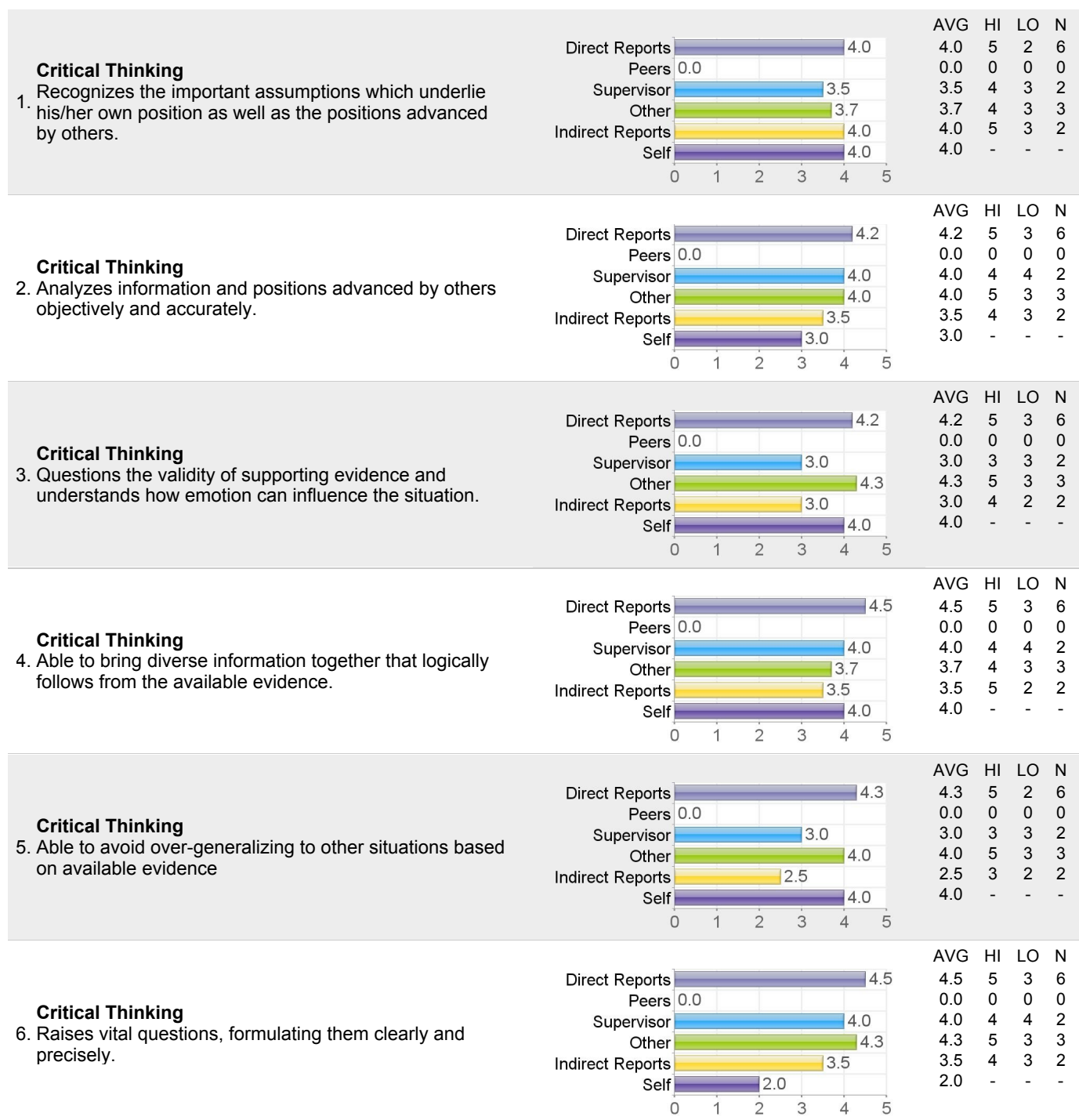
Range Box: This box represents all values falling plus or minus 1 standard deviation from the mean. Approximately 68 percent of all scores fall within this range.

Mean Marker: The center line of the graph represents the average score received from a particular Rater group.

Highest Score: This value is the highest rating provided by a particular Rater group.

Individual Review Items

This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item.



Rating Scale: 5 = Most Effective; 4 = Very Effective; 3 = Effective; 2 = Somewhat Effective; 1 = Ineffective; 0 = Not Observed

2. Strategic Thinking: With respect to this competency, here are this person's significant strengths:

1. Ability to inspire and rally staff around the vision or mission for the company.

2. Can set priorities and actions plan consistently with business and management expectations

3. 1. Been in position to turn around a collapsed company

2. Analyses well the company vision and leads others towards attaining it.

4. He is well informed with the business environment and trends

Sets realistic goals

5. Leads the pack of the team to ensure achievement of strategy

6. PB has great working experience in the business

7. Preparation to this point has been a careful study of the market and organisation's history, he does his homework

He's found a way of using new techniques to solve current problems rather than depending entirely on the past experiences

8. PB inspires the team because of his strategic focus.

9. His goal is to see that his company becomes the number one Brand in the country and he knows he can do this by studying and knowing his environment but also encouraging the employees to work as a team.

3. Emotional Leadership: With respect to this competency, here are this person's significant strengths:

1. I am strongly aware of my role as a leader who has to lead by example and keep the staff motivated and focussed towards the goal ahead.

2. Very High self drive to achievement

3. He is a good leader who loves to inspire leaders in the company

4. PB is empathetic and makes decisions putting other people into consideration.

5. Understands people's needs and gives training opportunity to all the staff

Create an environment that boosts team spirit

6. 1. Very keen on how he treats other people

2. Has a big holistic heart

7. Self mastery, he's invested heavily in himself and in his subordinates to know who they are and what their purpose is.

The power of positive thinking, inspires us to work hard, good comes to those who work hard

8. PB looks at other people's needs before thinking about himself.

9. PB has exhibited great emotional intelligence and is able to support the teams in their emotional bank accounts.

4. Communication Skills: With respect to this competency, here are this person's significant strengths:

1. I am always open to hearing the other's point of view and reconsidering my position.

2. uses open door policy, he is very approachable at any time

gives full attention to all the staff at all times

provides clear and respectful feedback

3. PB has an open door policy which allows people to approach him whenever he has time to meet them.

4. - Practices open way of communication - And Open door policy works well

5. No blame games, you either got it or not

Giving full attention to each one of the employees, open door policy

6. PB is a great communicator and has the ability to articulate his points at all times

7. Good communicator.

5. Talent Leadership: With respect to this competency, here are this person's significant strengths:

1. I truly acknowledge that my staff are my greatest asset and ensure that they are fulfilled to the best of my ability.

2. PB puts emphasis on human capital development and views the growth of the team as a stepping stone to the overall growth of the company.

3. Fully recognizes and respects human capital

Accurately knows and identifies the performers and gives opportunity to all staff to grow

10 Lowest Rated Items

This report shows average ratings for each of the bottom 10 rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	Bottom 10 Items	Self	All Raters	Direct Reports	Peers	Supervisor	Other	Indirect Reports
1.	Emotional Leadership Is considerate of others' feelings when or before taking action.	3.0	3.5	4.2	0.0	3.0	3.5	2.0
2.	Talent Leadership Knows (and applies) the competencies that truly differentiate success for all key roles before making important human resource decisions.	2.0	3.6	4.2	0.0	3.5	2.5	2.0
3.	Decision-Making Makes decisions that are accepted by a wide audience and are aligned with the core values of the organization (i.e., heart).	2.0	3.6	3.7	0.0	3.0	4.7	2.5
4.	Change Leadership Works with others to create a common vision for change or team effectiveness rather than doing it independently.	1.0	3.6	4.3	0.0	3.0	3.5	1.0
5.	Talent Leadership Accurately and effectively identifies, the A, B and C players based on performance, potential and readiness.	3.0	3.7	3.8	0.0	3.0	4.0	4.0
6.	Strategic Thinking Effectively translates strategies into goals that are specific, measureable, achievable, realistic and time-limited.	3.0	3.8	4.0	0.0	3.5	3.0	4.0
7.	Emotional Leadership Understands different people have different needs, values and aspirations.	4.0	3.8	4.2	0.0	3.0	4.0	3.0
8.	Communication Skills Presents opinions accurately and persuasively-both one-on-one and to a group.	4.0	3.8	4.2	0.0	3.0	3.5	3.5
9.	Critical Thinking Able to avoid over-generalizing to other situations based on available evidence	4.0	3.8	4.3	0.0	3.0	4.0	2.5
10.	Communication Skills Finds common ground to accommodate conflicting needs/wants of different stakeholders.	3.0	3.8	4.0	0.0	3.0	5.0	3.5

Blind Spots and Hidden Strengths

The items below varied by +/- 1 rating point between your self-review and all other Rater Groups. Items that have a higher self-score are commonly considered "blind spots" or behaviors you believe you are exhibiting more frequently than those around you perceive. "Hidden Strengths" are the opposite: behaviors that are more frequently observed by others than by you, and therefore may constitute a strength you are unaware of.

	Type	Scores	Gap
1. Change Leadership Provides an anchor for others, in times of change, by reaffirming key values and goals.	Hidden Strength	<p>All Raters: 4 Self: 3</p>	-1.0
2. Critical Thinking Analyzes information and positions advanced by others objectively and accurately.	Hidden Strength	<p>All Raters: 4 Self: 3</p>	-1.0
3. Communication Skills Provides honest, clear and respectful feedback to others and voluntarily solicits feedback from others.	Hidden Strength	<p>All Raters: 4.1 Self: 3</p>	-1.1
4. Decision-Making Understands and utilizes the decision-making lines of authority as well as delegates decision-making when and where it is appropriate.	Hidden Strength	<p>All Raters: 4.1 Self: 3</p>	-1.1
5. Communication Skills Gives full attention to others when they are communicating and accurately processes what is said with minimal personal bias.	Hidden Strength	<p>All Raters: 4.1 Self: 3</p>	-1.1
6. Change Leadership Effectively creates and implements a plan and process for achieving desired change.	Hidden Strength	<p>All Raters: 4.1 Self: 3</p>	-1.1
7. Change Leadership Clearly defines a vision and set of values that captures the essence of why change is required.	Hidden Strength	<p>All Raters: 4.1 Self: 3</p>	-1.1
8. Change Leadership Convinces others of the need for change due to critical organizational objectives.	Hidden Strength	<p>All Raters: 4.2 Self: 3</p>	-1.2

9. Team Leadership Fosters a culture in which trust is the foundation for team success.	Hidden Strength	<p>All Raters: 4.2 Self: 3</p>	-1.2
10. Team Leadership Creates a culture in which the team can commit to decisions - putting aside their differences - and hold each other accountable for results.	Hidden Strength	<p>All Raters: 4.4 Self: 3</p>	-1.4
11. Decision-Making Understands and respects the organization's expectations regarding how decisions are made and executed.	Hidden Strength	<p>All Raters: 4.4 Self: 3</p>	-1.4
12. Change Leadership Effectively leads and manages change while at the same time manages the day-to-day business/operations.	Hidden Strength	<p>All Raters: 4.4 Self: 3</p>	-1.4
13. Drive for Results Maintains discipline when disruptions might detract attention from key objectives.	Hidden Strength	<p>All Raters: 4.6 Self: 3</p>	-1.6
14. Team Leadership Ensures the customer is kept at the forefront - including establishing excellent relationships with vendors and suppliers.	Hidden Strength	<p>All Raters: 4.6 Self: 3</p>	-1.6
15. Talent Leadership Knows (and applies) the competencies that truly differentiate success for all key roles before making important human resource decisions.	Hidden Strength	<p>All Raters: 3.6 Self: 2</p>	-1.6
16. Decision-Making Makes decisions that are accepted by a wide audience and are aligned with the core values of the organization (i.e., heart).	Hidden Strength	<p>All Raters: 3.6 Self: 2</p>	-1.6
17. Drive for Results Is disciplined when attacking tough issues.	Hidden Strength	<p>All Raters: 4.6 Self: 3</p>	-1.6