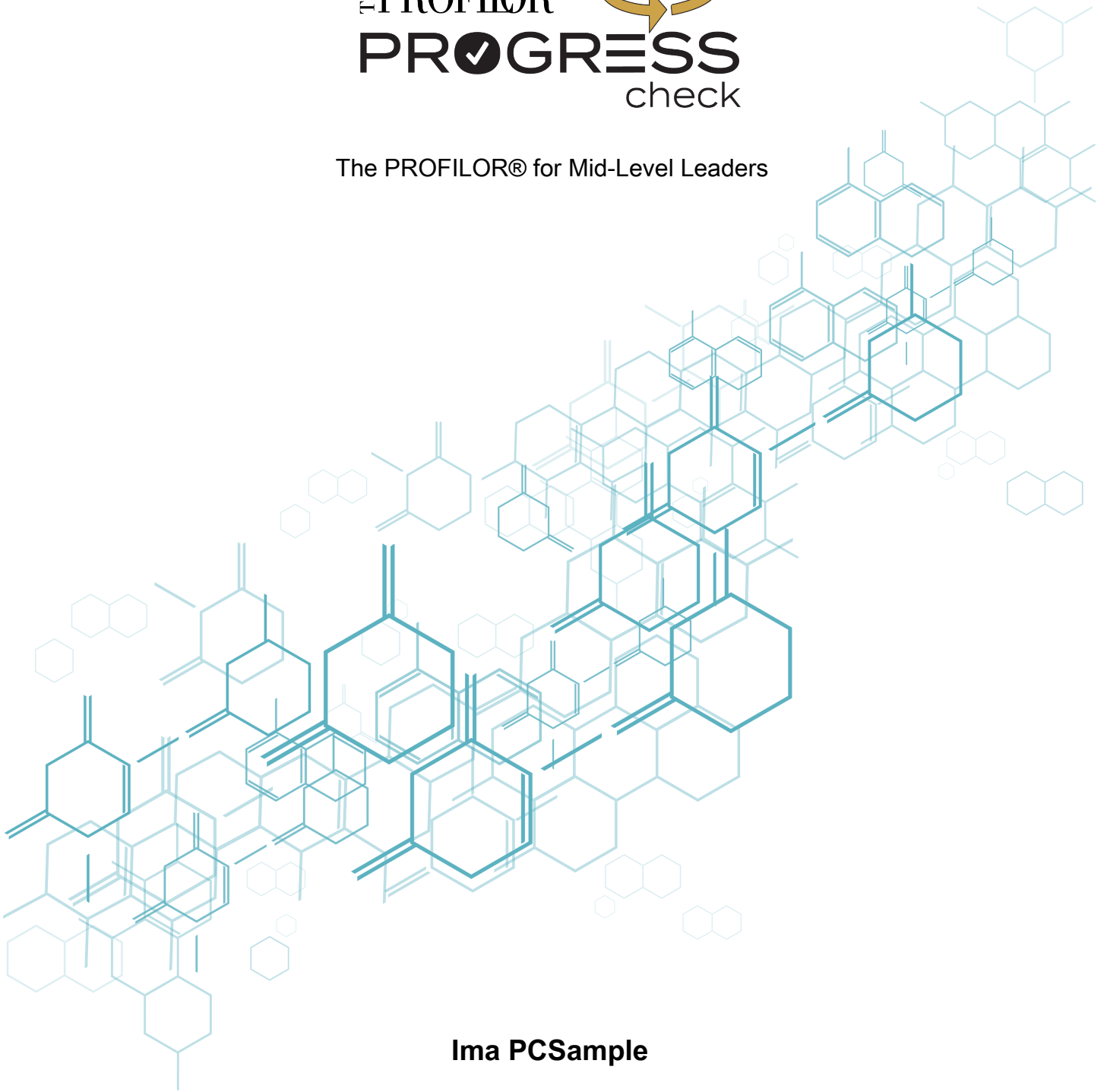


The PROFILOR®
PROGRESS
check

A logo consisting of a curved arrow forming a circle, with the text "360°" at the top and a checkmark at the end of the arrow.

The PROFILOR® for Mid-Level Leaders



Ima PCSample

May 2020

Turn to the next page.

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Introduction

The PROFILOR® Feedback Report provides you with information about how others view you in your current role. Respondents provided feedback on the extent to which you showed effort and improvement on selected behaviors.

The feedback in this report provides valuable insights that are:

- Anonymous (with the exception of Manager ratings), which might encourage a greater degree of honesty and directness.
- Comprehensive, in that it comes from a range of people with whom you work. In this report, "Average" represents all respondents, except self.
- Specific and job-related, providing a clear understanding of strengths and development opportunities in relation to competency expectations in your current role.

Below are the rating scales used by respondents to provide feedback. If respondents were not able to assess you on a particular behavior, they were instructed to use the "Don't Know / Can't Say" option.

Improvement	Effort
1 - No Improvement	1 - No Effort
2 - Slight Improvement	2 - Slight Effort
3 - Moderate Improvement	3 - Moderate Effort
4 - Significant Improvement	4 - Significant Effort
Don't Know / Can't Say	Don't Know / Can't Say

The PROFILOR® is an instrument developed to provide feedback and development focus and recommendations to individuals about their skill strengths and development needs. It should not be used as the sole source of information concerning selection, promotion, salary review and adjustment, de-hiring (firing) and/or deselection decisions.

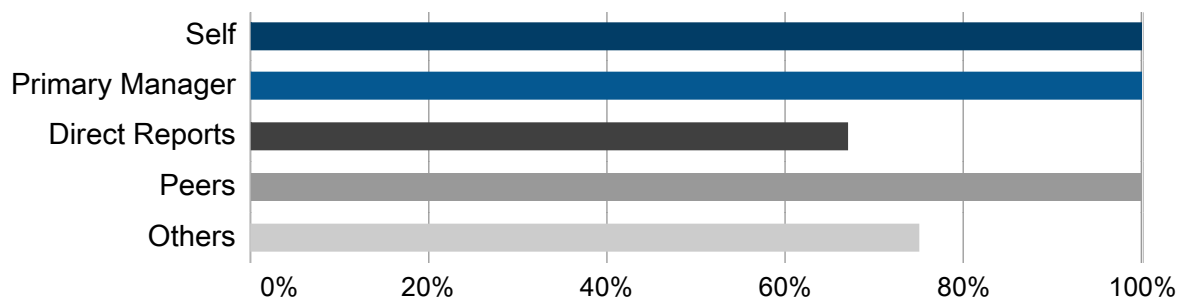
Participation Summary

Your feedback results are based on the survey ratings submitted by those you invited to respond. This page lists the names of those you invited, the number of responses received, and the respondent completion rate.

Respondent Status Table

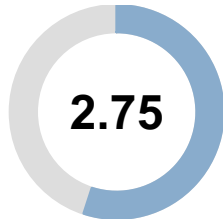
Perspective	Invitations Sent	Surveys Completed	Invited to Respond
Self	1	1	Ima PCSample
Primary Manager	1	1	Andrew Alsbot
Direct Reports	3	2	Emmanuel Estevez, Zooey Larzano, Peter Partowski
Peers	3	3	Elizabeth Erickson, Lorenzo Lavidio, Walter Wilson
Others	4	3	Beth Bartowl, Joshua Jurns, Michale Mazinski, Ricardo Reyes

Respondent Completion Rate

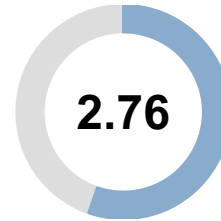


Overall Improvement and Effort

This is a high-level summary of your overall rating for Effort and Improvement. The effort and improvement scores are based on the Average scores (all respondents except Self).



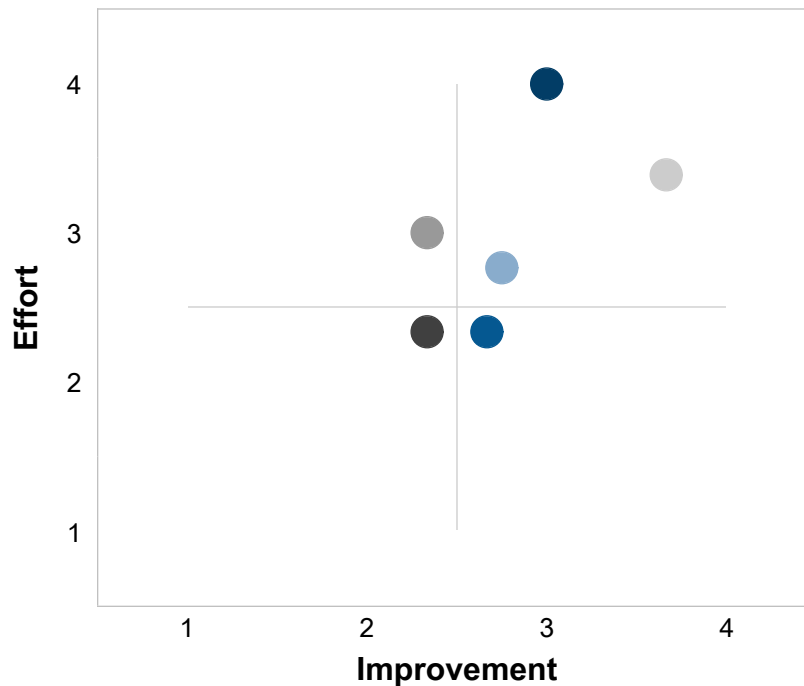
Overall Improvement Score



Overall Effort Score

Perspective Comparison

This section displays the average ratings you received from the different groups of respondents.



Perspective		Improvement	Effort
Self	●	3.00	4.00
Primary Manager	●	2.67	2.33
Direct Reports	●	2.33	2.33
Peers	●	2.33	3.00
Others	●	3.67	3.39
Average	●	2.75	2.76

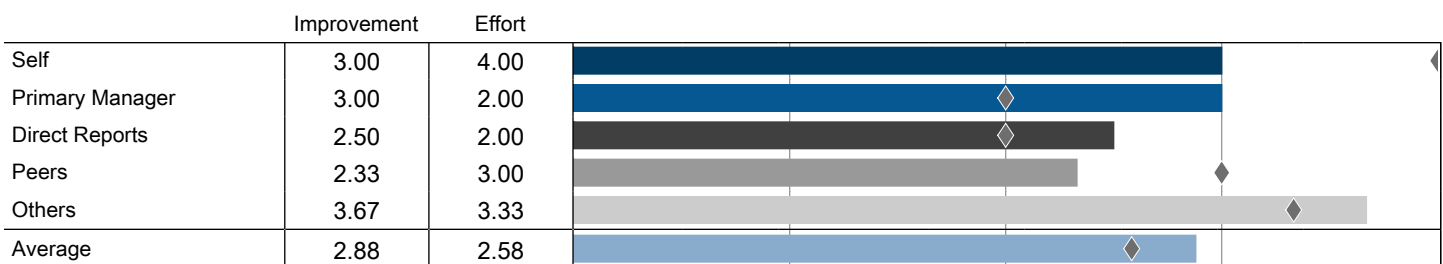
Item Detail

This section reports the average ratings you received from each respondent group for each question on the survey. The items are listed in order of your greatest improvement to your least improvement based on the Average score (all respondents except Self). This more detailed feedback can help you understand the impact you may have with different groups and provide behaviorally-specific direction when planning your development.

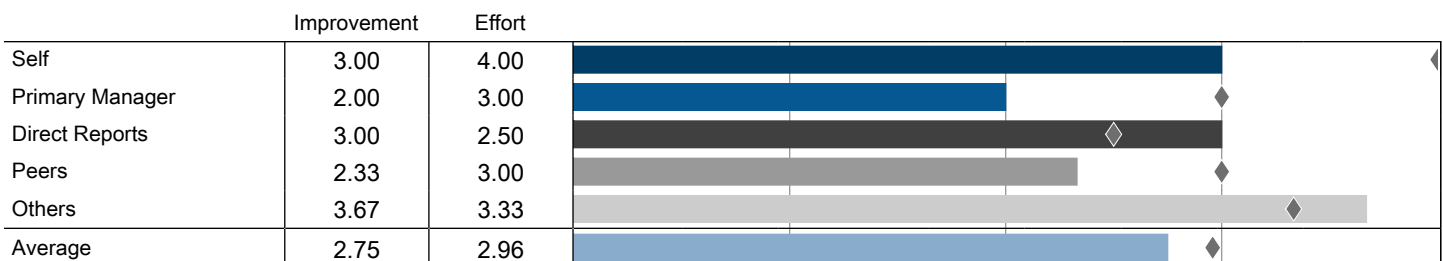
- The bars indicate your Improvement score.
- ◆ The diamonds indicate your Effort score.

Item Detail Results

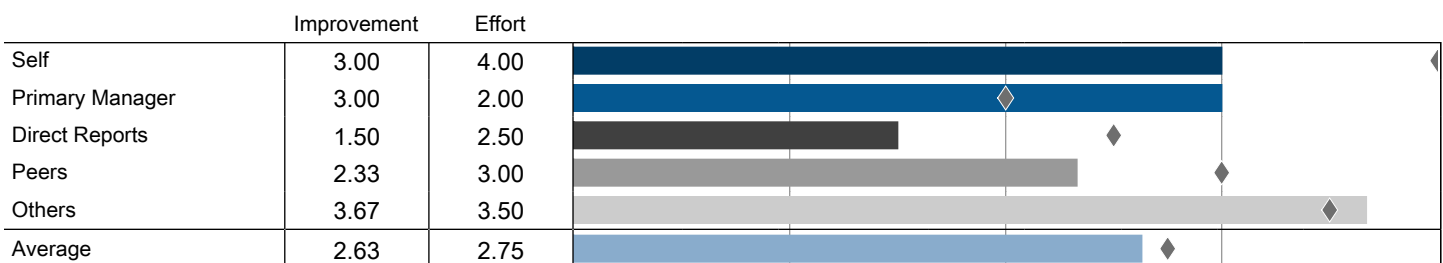
1. Balances big-picture concerns with day-to-day activities



2. Applies accurate logic in solving problems



3. Creatively integrates different ideas and perspectives



Development Suggestion

For your least-improved item, you will see a suggestion for on-the-job activities. This suggestion may be helpful as you begin planning the next steps of your development.

3. Creatively integrates different ideas and perspectives

To come up with creative ideas, you must be able to think broadly. One of the most effective ways to develop new concepts is to connect different ideas, perspectives, and approaches. Knowing how to recognize potentially useful ideas and build on them will give you a greatly expanded range of solution strategies. The following suggestions will help you creatively integrate different ideas and perspectives:

- Keep a file of concepts, methods, and other information you think could someday be useful. File them according to the basic idea or concept and flip through this file whenever you are generating solutions to a problem.
- Ask people who are known for their creativity how they integrate different ideas and perspectives.
- Solicit the input of people in different functions, organizations, and fields when working on a challenging problem. Look for ways that the various perspectives and ideas overlap and fit together.
- When solving problems, challenge yourself to look at the issues from at least three perspectives—for example, those of customers, suppliers, and competitors. Try to scan the alternatives more broadly, and see how they can be integrated into one solution.
- Constantly look for new ideas and trends. Build your intellectual curiosity by developing your knowledge of the world around you. Develop the daily habit of reading newspapers and periodicals.
- Read material that is different from what you typically read. For example, if you typically read journals in your field, read biographies of creative people or research from another field.

Comments

Respondents were provided an opportunity to answer additional questions related to your strengths and opportunities. Comments appear exactly as entered by each respondent. Take some time to review their specific written comments.

Please describe the areas where this person needs to put forth more effort and/or show more improvement.

Primary Manager

- Ima could put forth more effort in presenting more creative ideas and perspectives

Direct Reports

- I'd like to see some more creative ideas from Ima.
- I'd like to see more effort from Ima when it comes to balancing bigger matters with their other tasks

Peers

- Continue to negotiate with others.
- Being strategic AND task-oriented.
- Being strategic.

Others

- No comment.
- Keep working on balancing the big-picture with your daily tasks. Making some progress there and it shows!

Comments

Please describe the areas where this person has put forth the most effort and/or shown the most improvement.

Primary Manager

- Ima has shown the most improvement with implementing logic when problem solving

Direct Reports

- I have seen the most improvement with Ima in balancing more pressing matters with their daily activities.
- I believe Ima has made the most improvement with applying logic in their problem solving

Peers

- Reasonable work plans for day-to-day effort.
- Being more reasonable in meetings.
- Taking into account others' viewpoints.

Others

- Doing a great job!
- No comment.