

Leadership 360-Degree Evaluation

Individual Feedback Report

Jean-Luc Picard

7/14/2026

Introduction

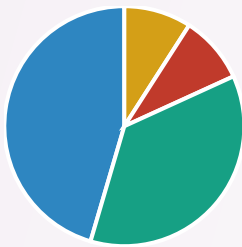
You recently participated in a multi-rater feedback survey. Both you and your raters were asked to provide ratings of your effectiveness on many behaviors. The individuals who rated you were categorized by what relationship they have to you. For example, they may have been your leaders, colleagues, and persons directly or indirectly reporting to you. They were asked to be fair and accurate and to base their ratings on their observations of your performance in specific areas. This report presents the results of this multi-rater feedback process and contains your self-ratings and the ratings provided by your co-workers, as well as written feedback provided by your raters if applicable.

Purpose

The purpose of the multi-rater feedback survey is to help you explore how you contribute to the success of your organization, and to help you identify opportunities to become more successful and more fulfilled in your role. The report will identify “the gap”, which is defined as the difference of how you rate yourself compared to the individuals that rated your ability to perform based on the specific competencies

Participation Summary

The following is a summary of your rater participation.



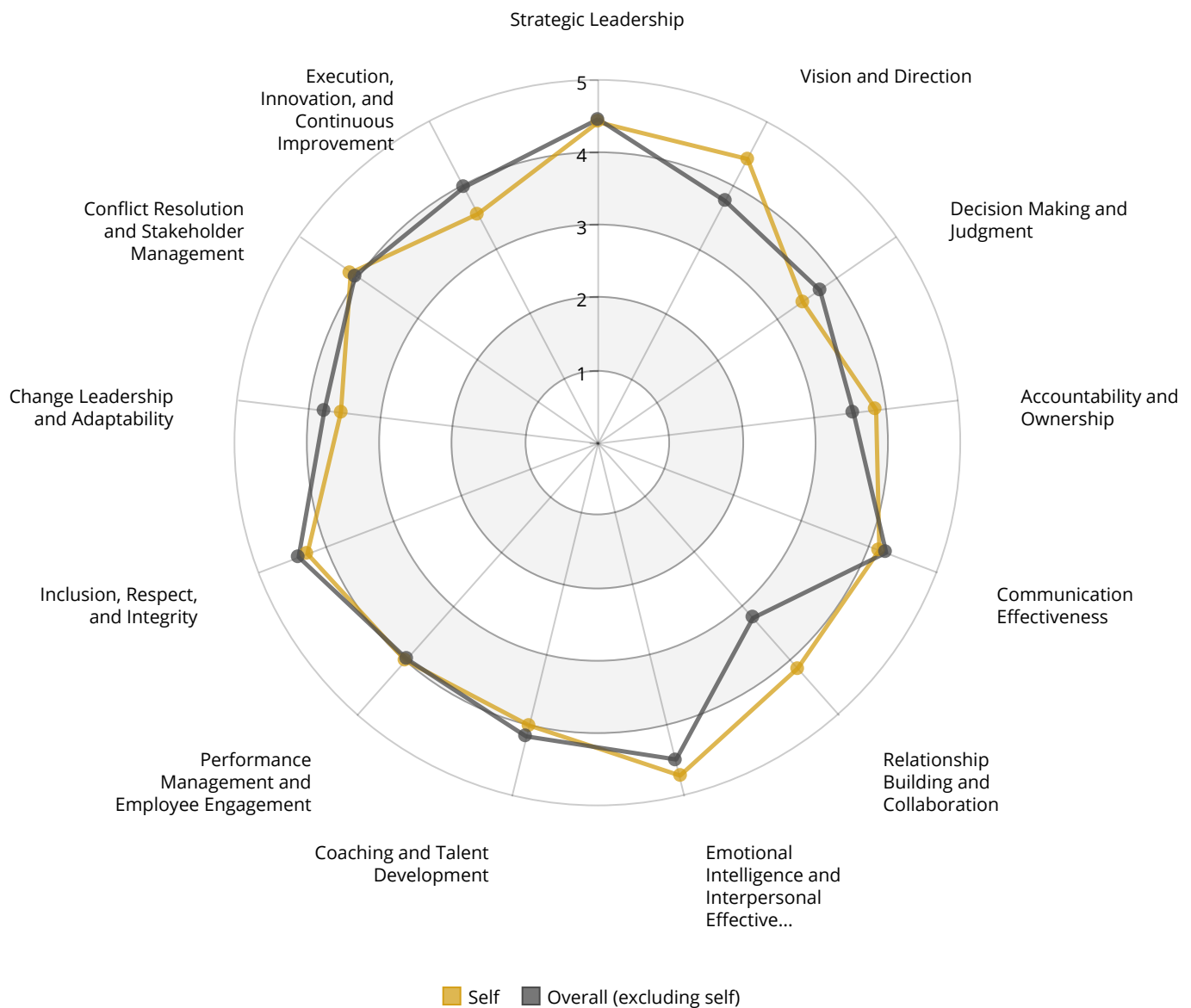
Relationship	Participated
● Self	1
● Manager	1
● Peer	4
● Direct Report	5

Summary

Selected	11
Participated	11
Participation Rate	100%

Results Summary

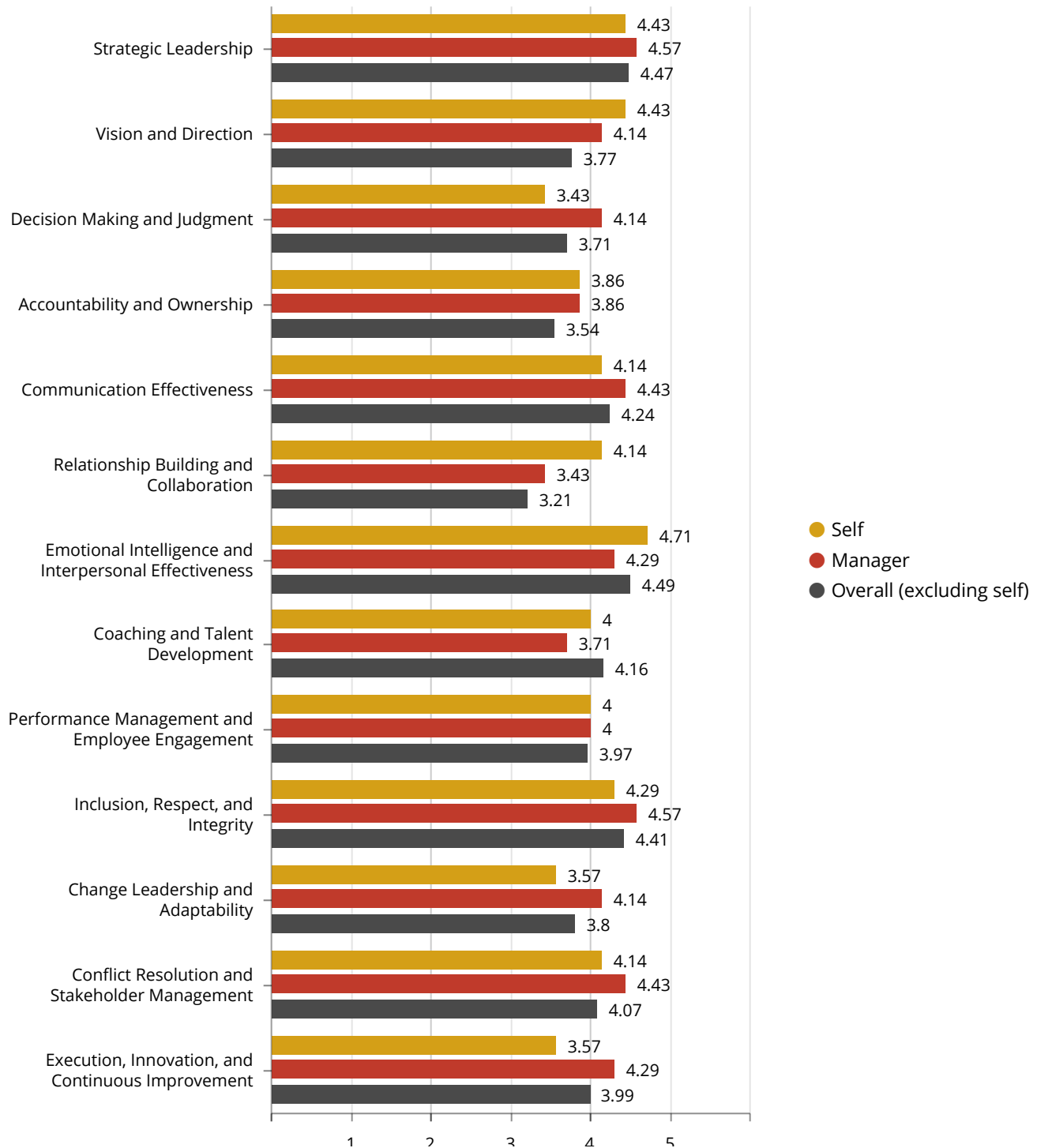
Gap Analysis - Radar Chart



Results Summary

Summary Results by Competency

This section shows the high level aggregate results for the evaluation. It reveals the ratings by relationship for each of the Competencies in the evaluation. These scores represent the average results for all questions included in each category.



Results Summary

Your Strengths & Areas of Opportunity

Top 5 Strengths

	Avg
Strategic Leadership Anticipates emerging challenges that may affect team or organizational success.	4.60
Strategic Leadership Connects day-to-day activities to broader organizational goals.	4.60
Emotional Intelligence and Interpersonal Effectiveness Maintains professionalism when under pressure.	4.60
Inclusion, Respect, and Integrity Demonstrates fairness when making decisions.	4.60
Inclusion, Respect, and Integrity Encourages participation from diverse perspectives.	4.60

Top 5 Areas of Opportunity

	Avg
Relationship Building and Collaboration Seeks input from relevant stakeholders when appropriate.	2.80
Relationship Building and Collaboration Shares information that supports collaboration and teamwork.	2.80
Performance Management and Employee Engagement Reinforces behaviors that contribute to team success.	2.80
Vision and Direction Defines goals that provide direction for others.	3.10
Relationship Building and Collaboration Demonstrates respect during interactions with others.	3.10

Results Summary

Your Hidden Strengths & Blind Spots

Hidden Strengths

Hidden strength refers to a statement where others scored you higher than you scored yourself. The difference in scores may indicate that you are not aware that others perceive you more positively in this area.

	Avg	Self	Gap
Decision Making and Judgment Communicates decisions clearly to affected stakeholders.	3.90	1.00	2.90
Change Leadership and Adaptability Adjusts effectively when priorities or circumstances change.	3.70	1.00	2.70
Execution, Innovation, and Continuous Improvement Prioritizes activities that contribute to successful execution.	3.90	2.00	1.90
Performance Management and Employee Engagement Creates conditions that support employee engagement.	4.40	3.00	1.40
Conflict Resolution and Stakeholder Management Seeks to understand differing viewpoints during conflicts.	4.40	3.00	1.40

Blind Spots

A blind spot refers to a statement where you scored yourself higher than others scored you. These are areas where you will also want to focus on for specific improvement.

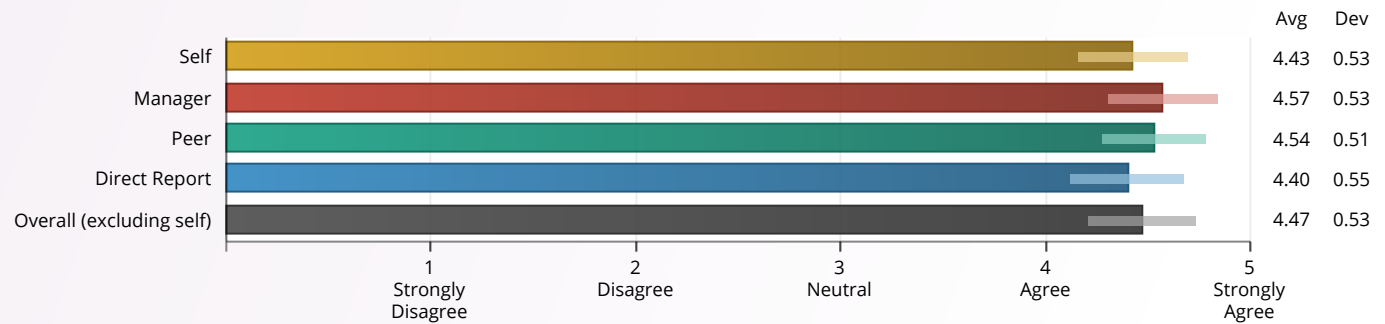
	Avg	Self	Gap
Performance Management and Employee Engagement Reinforces behaviors that contribute to team success.	2.80	5.00	(2.20)
Relationship Building and Collaboration Builds positive working relationships across teams or functions.	3.30	5.00	(1.70)
Relationship Building and Collaboration Collaborates effectively with others to achieve shared goals.	3.30	5.00	(1.70)
Vision and Direction Maintains focus on agreed-upon goals and outcomes.	3.50	5.00	(1.50)
Accountability and Ownership Holds self accountable for meeting expectations.	3.80	5.00	(1.20)

Results Summary

Observer Ratings Average Summary

Strategic Leadership

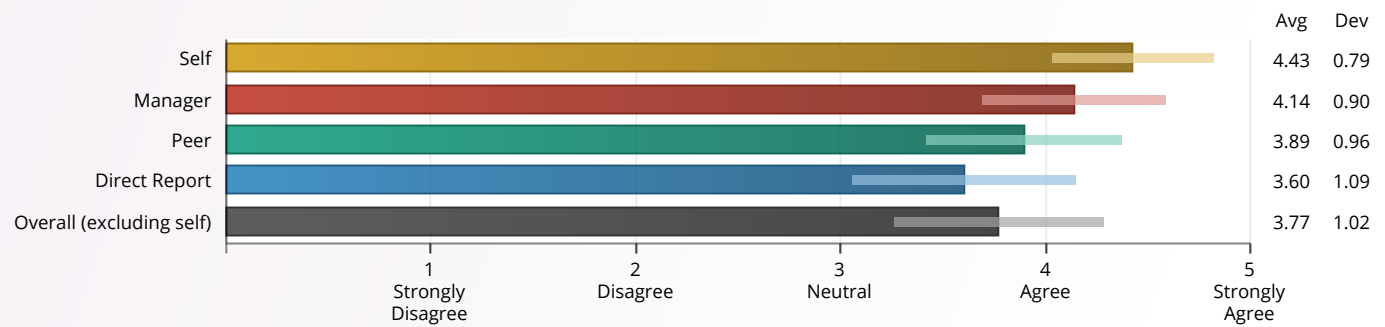
Demonstrates the ability to think strategically, align actions with organizational priorities, and guide efforts toward long-term success.



Questions	S	Mgr	Peer	Dr	Avg
Communicates a clear understanding of organizational priorities.	4.00	5.00	4.75	3.80	4.30 / 0.67
Aligns decisions with long-term business objectives.	5.00	4.00	4.75	4.40	4.50 / 0.53
Anticipates emerging challenges that may affect team or organizational success.	4.00	5.00	4.50	4.60	4.60 / 0.52
Identifies opportunities that support future growth or improvement.	5.00	4.00	4.25	4.60	4.40 / 0.52
Prioritizes work based on strategic importance.	4.00	5.00	4.50	4.40	4.50 / 0.53
Connects day-to-day activities to broader organizational goals.	4.00	4.00	4.75	4.60	4.60 / 0.52
Adjusts plans when changing circumstances affect strategic priorities.	5.00	5.00	4.25	4.40	4.40 / 0.52

Vision and Direction

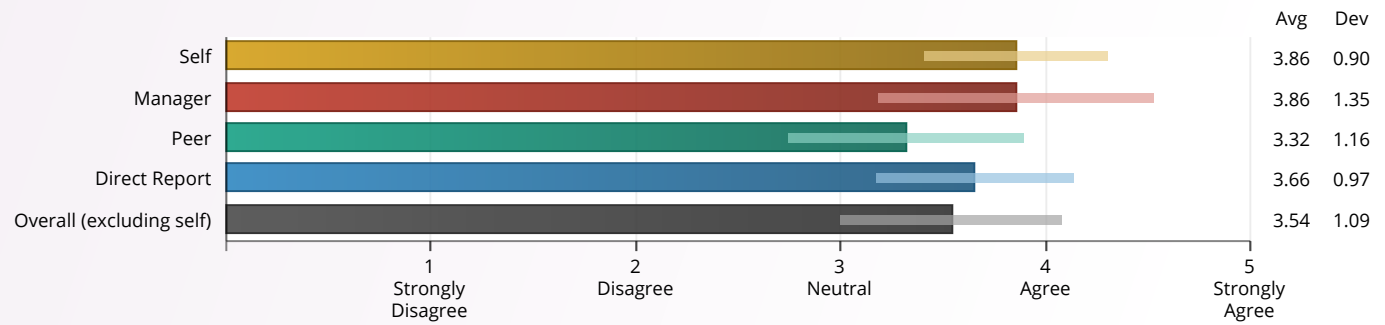
Provides clarity regarding goals, priorities, and desired outcomes.



Questions	S	Mgr	Peer	Dr	Avg
Communicates clear expectations regarding objectives and priorities.	5.00	5.00	4.00	3.60	3.90 / 0.88
Defines goals that provide direction for others.	4.00	4.00	3.25	2.80	3.10 / 0.99
Reinforces the purpose behind key initiatives and activities.	3.00	3.00	4.25	3.80	3.90 / 0.88
Clarifies priorities when competing demands arise.	4.00	5.00	3.25	3.60	3.60 / 1.35
Maintains focus on agreed-upon goals and outcomes.	5.00	4.00	3.75	3.20	3.50 / 1.08
Helps others understand how their work contributes to success.	5.00	5.00	4.50	3.80	4.20 / 1.03
Provides guidance that supports coordinated effort toward shared objectives.	5.00	3.00	4.25	4.40	4.20 / 0.63

Accountability and Ownership

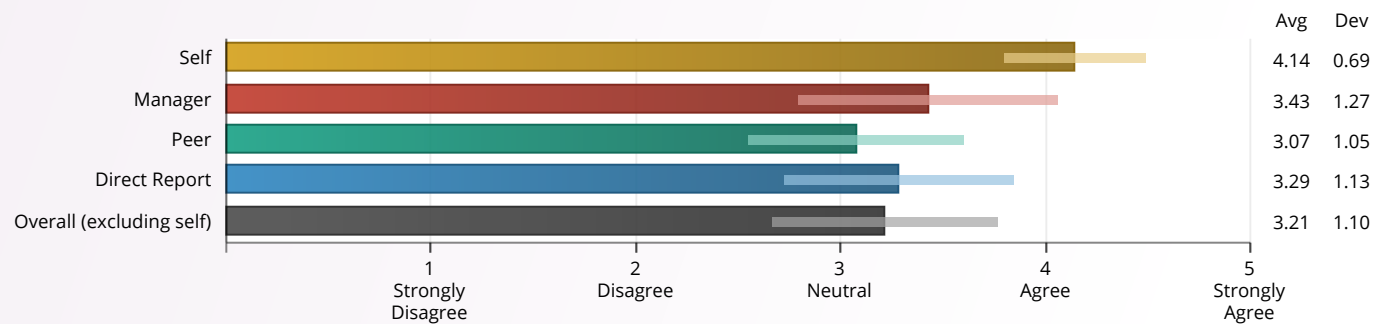
Takes responsibility for commitments, actions, and outcomes.



Questions	S	Mgr	Peer	Dr	Avg
Accepts responsibility for the results of assigned work.	3.00	4.00	3.50	3.60	3.60 / 0.70
Follows through on commitments.	4.00	4.00	4.25	3.20	3.70 / 0.82
Addresses issues rather than avoiding them.	3.00	4.00	3.00	3.20	3.20 / 1.23
Holds self accountable for meeting expectations.	5.00	4.00	3.75	3.80	3.80 / 0.79
Acknowledges mistakes when they occur.	5.00	5.00	3.75	4.20	4.10 / 1.20
Takes action to resolve problems within their area of responsibility.	4.00	1.00	2.75	4.00	3.20 / 1.40
Demonstrates reliability in delivering agreed-upon outcomes.	3.00	5.00	2.25	3.60	3.20 / 1.23

Relationship Building and Collaboration

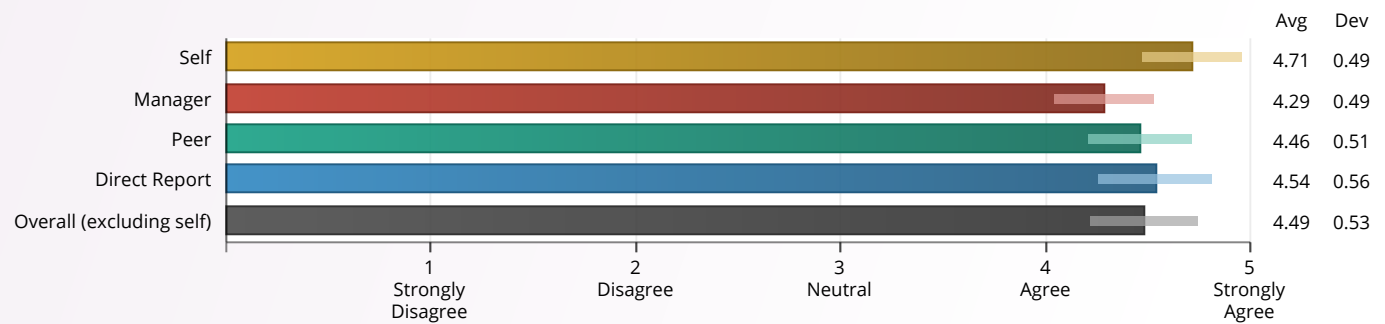
Builds productive working relationships and works effectively with others.



Questions	S	Mgr	Peer	Dr	Avg
Builds positive working relationships across teams or functions.	5.00	4.00	3.25	3.20	3.30 / 1.25
Collaborates effectively with others to achieve shared goals.	5.00	3.00	3.00	3.60	3.30 / 1.16
Seeks input from relevant stakeholders when appropriate.	4.00	1.00	3.50	2.60	2.80 / 1.03
Demonstrates respect during interactions with others.	4.00	5.00	2.00	3.60	3.10 / 1.29
Maintains productive working relationships during challenging situations.	4.00	4.00	4.00	4.20	4.10 / 0.57
Shares information that supports collaboration and teamwork.	4.00	3.00	2.75	2.80	2.80 / 1.03
Contributes constructively to group discussions and activities.	3.00	4.00	3.00	3.00	3.10 / 0.99

Emotional Intelligence and Interpersonal Effectiveness

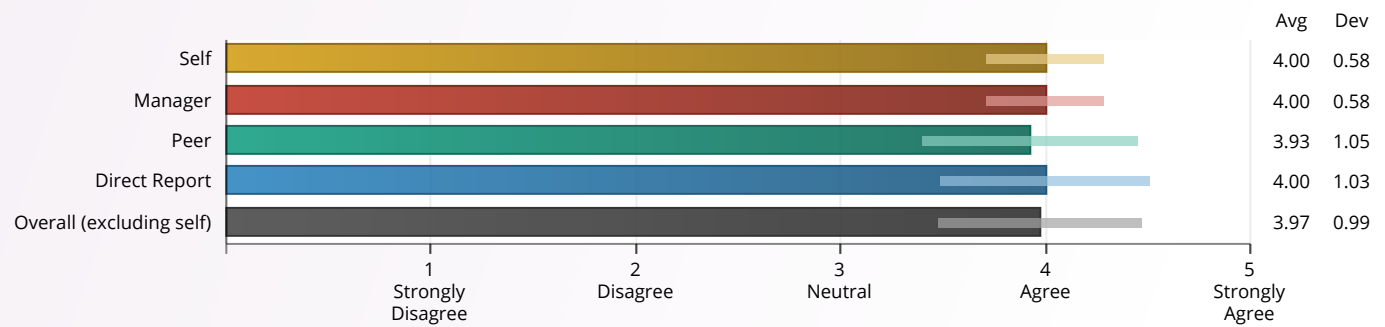
Demonstrates self-awareness, interpersonal awareness, and professionalism in interactions.



Questions	S	Mgr	Peer	Dr	Avg
Remains composed during challenging situations.	5.00	4.00	4.50	4.60	4.50 / 0.53
Responds professionally to feedback from others.	5.00	4.00	4.75	4.40	4.50 / 0.53
Demonstrates awareness of how behavior affects others.	4.00	4.00	4.50	4.60	4.50 / 0.53
Shows consideration for differing perspectives.	5.00	5.00	4.00	4.80	4.50 / 0.53
Adapts interpersonal approach based on the situation.	4.00	4.00	4.50	4.40	4.40 / 0.52
Handles sensitive conversations respectfully.	5.00	4.00	4.50	4.40	4.40 / 0.70
Maintains professionalism when under pressure.	5.00	5.00	4.50	4.60	4.60 / 0.52

Performance Management and Employee Engagement

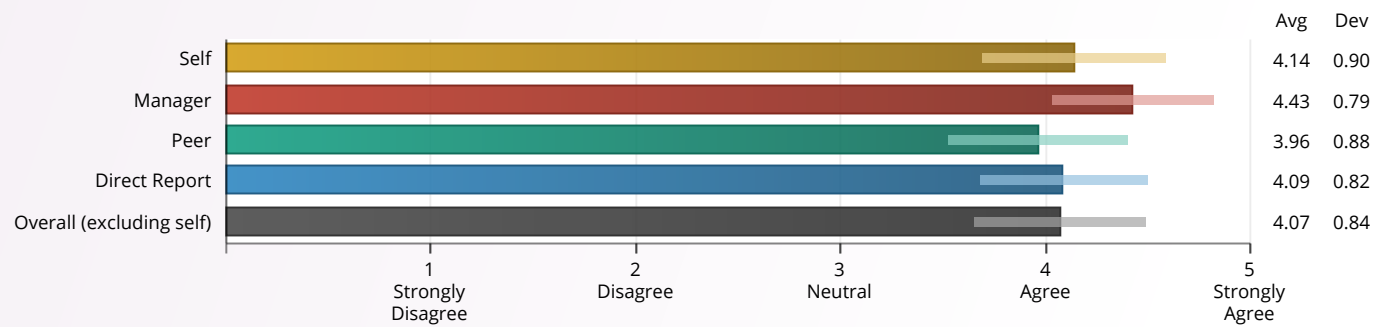
Promotes high performance and creates an environment where people can contribute effectively.



Questions	S	Mgr	Peer	Dr	Avg
Sets clear expectations regarding performance standards.	4.00	5.00	4.50	4.20	4.40 / 0.70
Provides feedback regarding performance in a timely manner.	4.00	4.00	4.00	4.40	4.20 / 0.63
Recognizes contributions and accomplishments.	4.00	4.00	3.50	3.80	3.70 / 1.16
Addresses performance concerns when they arise.	4.00	4.00	3.75	3.80	3.80 / 0.79
Encourages accountability for individual responsibilities.	4.00	4.00	4.25	4.80	4.50 / 0.71
Creates conditions that support employee engagement.	3.00	4.00	4.50	4.40	4.40 / 0.70
Reinforces behaviors that contribute to team success.	5.00	3.00	3.00	2.60	2.80 / 1.14

Conflict Resolution and Stakeholder Management

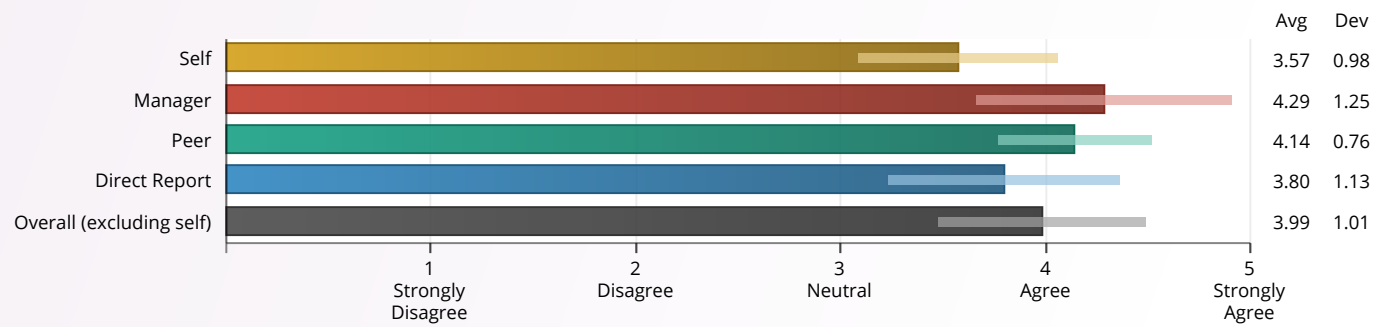
Addresses disagreements constructively and maintains productive stakeholder relationships.



Questions	S	Mgr	Peer	Dr	Avg
Addresses disagreements in a respectful manner.	5.00	3.00	3.75	4.40	4.00 / 0.82
Seeks to understand differing viewpoints during conflicts.	3.00	5.00	4.25	4.40	4.40 / 0.52
Facilitates constructive discussion when issues arise.	5.00	5.00	4.50	3.80	4.20 / 0.63
Works toward mutually acceptable solutions.	4.00	5.00	3.50	4.00	3.90 / 0.99
Maintains productive relationships during difficult situations.	4.00	4.00	4.25	3.60	3.90 / 0.88
Responds professionally when confronted with opposing views.	5.00	4.00	3.75	3.80	3.80 / 1.14
Balances stakeholder needs when making decisions.	3.00	5.00	3.75	4.60	4.30 / 0.82

Execution, Innovation, and Continuous Improvement

Delivers results while seeking opportunities to improve processes, performance, and outcomes.



Questions	S	Mgr	Peer	Dr	Avg
Delivers work that meets agreed-upon expectations.	3.00	5.00	4.00	3.00	3.60 / 0.84
Monitors progress toward goals and objectives.	4.00	3.00	4.00	4.60	4.20 / 0.79
Prioritizes activities that contribute to successful execution.	2.00	2.00	4.25	4.00	3.90 / 0.99
Identifies opportunities to improve processes or practices.	3.00	5.00	4.00	3.40	3.80 / 1.23
Encourages practical ideas that enhance effectiveness.	4.00	5.00	4.00	3.80	4.00 / 1.25
Implements improvements that contribute to better outcomes.	4.00	5.00	5.00	3.40	4.20 / 1.23
Demonstrates persistence in achieving results despite obstacles.	5.00	5.00	3.75	4.40	4.20 / 0.79

Comments

What are this individual's greatest leadership strengths?

Respected and Empowering Leader

The feedback collectively portrays Captain Picard as a highly respected leader who excels in strategic decision-making, fostering collaboration, and maintaining integrity. Respondents highlight his ability to remain calm under pressure, encourage professional growth, and create an inclusive environment where diverse perspectives are valued. His communication skills, humility, and commitment to ethical leadership inspire trust and confidence among his team. While overwhelmingly positive, the balanced perspective acknowledges the continuous emphasis on thoughtful judgment and adaptability, suggesting ongoing attentiveness to evolving challenges. The emotional tone is one of admiration and trust, underscoring his effectiveness in motivating and uniting his crew.

Captain Picard consistently demonstrates exceptional judgment, integrity, and professionalism. He remains calm under pressure, considers complex issues from multiple perspectives, and earns the respect of those around him through both competence and character. His ability to represent Starfleet values while achieving difficult objectives is among his greatest strengths.

He combines strong strategic thinking with an unusual level of personal humility. Crew members trust his intentions because he consistently demonstrates fairness, respect, and a willingness to listen. His leadership inspires confidence even during difficult assignments.

Picard's greatest strength is his ability to unite people around a common purpose. Even when viewpoints differ, he creates an atmosphere where meaningful dialogue can occur. His integrity and commitment to ethical leadership are evident in nearly every interaction.

Captain Picard is highly respected for his diplomacy, intellect, and ability to navigate complex situations. He remains focused on long-term outcomes while maintaining strong relationships with stakeholders. His calm demeanor often helps de-escalate challenging circumstances.

My greatest strengths as a leader have been maintaining a clear sense of purpose during uncertainty, earning the trust of diverse crews, and making decisions that balance mission success with Starfleet principles. I strive to create an environment where officers feel empowered to contribute their expertise, challenge assumptions, and grow professionally. Throughout my career, I have remained committed to diplomacy, thoughtful judgment, and leading by example.

Captain Picard creates an environment where people feel valued and trusted. He listens carefully, encourages professional growth, and consistently treats others with dignity. His confidence in his officers motivates them to perform at their best.

Captain Picard leads with integrity, intellectual curiosity, and a genuine commitment to the well-being of his crew. He creates a culture of accountability while also demonstrating empathy and understanding. These qualities make him an exceptionally effective leader.

Picard consistently demonstrates trust in his officers and empowers them to contribute meaningfully. He fosters collaboration, values diverse viewpoints, and remains focused on achieving mission objectives without compromising principles.

His ability to remain composed during crisis situations is extraordinary. He encourages collaboration, respects expertise, and gives people the confidence to take ownership of important responsibilities. His leadership has had a lasting impact on my development.

What additional feedback would help this individual continue to grow as a leader?**Constructive Leadership Growth**

The feedback highlights the individual's strong leadership foundation while offering constructive suggestions for continued growth. Specific examples emphasize the importance of delegating strategic responsibilities to emerging leaders, sharing the rationale behind major decisions to enhance transparency, and mentoring future leaders through sharing lessons learned. There is a balanced recognition of strengths such as effective leadership and team motivation, alongside areas for improvement including fostering quicker decision-making in urgent situations, increasing positive reinforcement through recognition, and encouraging innovative thinking among senior officers. Recommended action items include enhancing delegation, improving communication of strategic reasoning, promoting independent decision-making to boost agility, providing more frequent positive feedback, and actively mentoring and challenging the leadership team to drive innovation and development.

At times, he may spend additional time seeking consensus before acting. In situations requiring rapid execution, empowering others to make more independent decisions could further enhance organizational agility.

Continuing to share lessons learned from past experiences would provide valuable development opportunities for peers and emerging leaders across the fleet.

While already highly effective, he could continue developing future leaders by sharing more of the reasoning behind major decisions. Providing greater visibility into his strategic thinking would further accelerate the development of senior officers under his command.

I should continue seeking opportunities to delegate strategic responsibilities to emerging leaders and remain open to perspectives that challenge my established assumptions. As the nature of exploration and interstellar diplomacy evolves, continued focus on adaptability and mentoring future captains will strengthen my effectiveness.

I would encourage him to continue mentoring the next generation of Starfleet leaders and to share more of his experiences navigating difficult command decisions.

He could continue encouraging senior officers to challenge established thinking during planning discussions. Doing so would further strengthen innovation and decision quality within the command team.

One area for continued growth may be providing more frequent recognition for exceptional contributions. Team members deeply value his feedback, and additional positive reinforcement could have an even greater impact.

Executive Coaching Narrative

Key Takeaways from Leadership 360-Degree Evaluation

The participant demonstrates strong Strategic Leadership and Emotional Intelligence, with high ratings reflecting effective long-term vision and interpersonal skills. Communication is a notable strength, characterized by clarity and responsiveness.

Areas for growth include Relationship Building and Collaboration, where feedback indicates opportunities to enhance teamwork and stakeholder engagement. Decision Making and Accountability also present moderate scores, suggesting room to improve decisiveness and follow-through.

Overall, the participant's self-assessment is slightly more positive than external feedback, pointing to valuable opportunities for increased self-awareness. Prioritizing development in collaboration and accountability will build on existing strengths and foster greater leadership effectiveness.

Overall Strengths and Positive Patterns

The Leadership 360-Degree Evaluation reveals notable strengths in Strategic Leadership and Emotional Intelligence and Interpersonal Effectiveness, with overall scores of 4.47 and 4.49 respectively on a 5-point scale where 4 corresponds to 'Agree' and 5 to 'Strongly Agree'. Respondents consistently recognize the participant's ability to think strategically, align actions with organizational priorities, and maintain professionalism and composure during challenging situations. High scores across relationship groups in these areas indicate broad agreement and strong consensus.

Communication Effectiveness also stands out positively with an overall score of 4.24, reflecting clear, timely, and audience-appropriate information sharing. The participant is seen as an effective communicator who encourages open dialogue and listens attentively, which supports productive interactions.

Areas for Development and Divergent Perceptions

Conversely, Relationship Building and Collaboration received the lowest overall score of 3.21, suggesting room for improvement in building positive working relationships and collaborating effectively across teams. This area also shows some divergence in perceptions, particularly with lower ratings from peers and direct reports compared to self-assessment, indicating potential gaps in stakeholder engagement and teamwork.

Decision Making and Judgment and Accountability and Ownership also scored below 3.75 overall, highlighting opportunities to enhance timely, informed decisions and follow-through on commitments. Notably, some questions in these competencies show wider rating distributions, reflecting varied experiences among raters and signaling inconsistent perceptions of effectiveness.

Consistency and Rater Agreement

Across most competencies, manager, peer, and direct report ratings are generally aligned, with minor variations. The participant's self-ratings tend to be slightly higher, especially in areas like Vision and Direction and Relationship Building, suggesting a positive self-view that is somewhat more optimistic than external feedback. This difference is typical in 360 feedback but worth noting for self-awareness development.

Sample sizes are adequate, with multiple peers and direct reports providing ratings, lending confidence to the aggregated results. The distribution data shows reasonable consensus, with few extreme ratings, except in some questions related to accountability and collaboration where responses are more varied.

Summary of Key Themes

- **Strategic Leadership and Emotional Intelligence** are clear strengths, with consistent high ratings indicating effective long-term thinking and interpersonal skills.
- **Communication** is a strong asset, supporting clarity and engagement across stakeholders.
- **Relationship Building and Collaboration** represent the primary development opportunity, with feedback suggesting enhancement in teamwork and stakeholder engagement.

- **Decision Making and Accountability** show moderate scores and some rating variability, indicating potential to improve decisiveness and ownership.
- **Self-awareness** is generally positive but slightly elevated compared to others' views, highlighting an area for reflection.

Focusing on strengthening collaborative behaviors and consistent accountability will complement existing leadership capabilities and support more effective team dynamics and organizational impact.