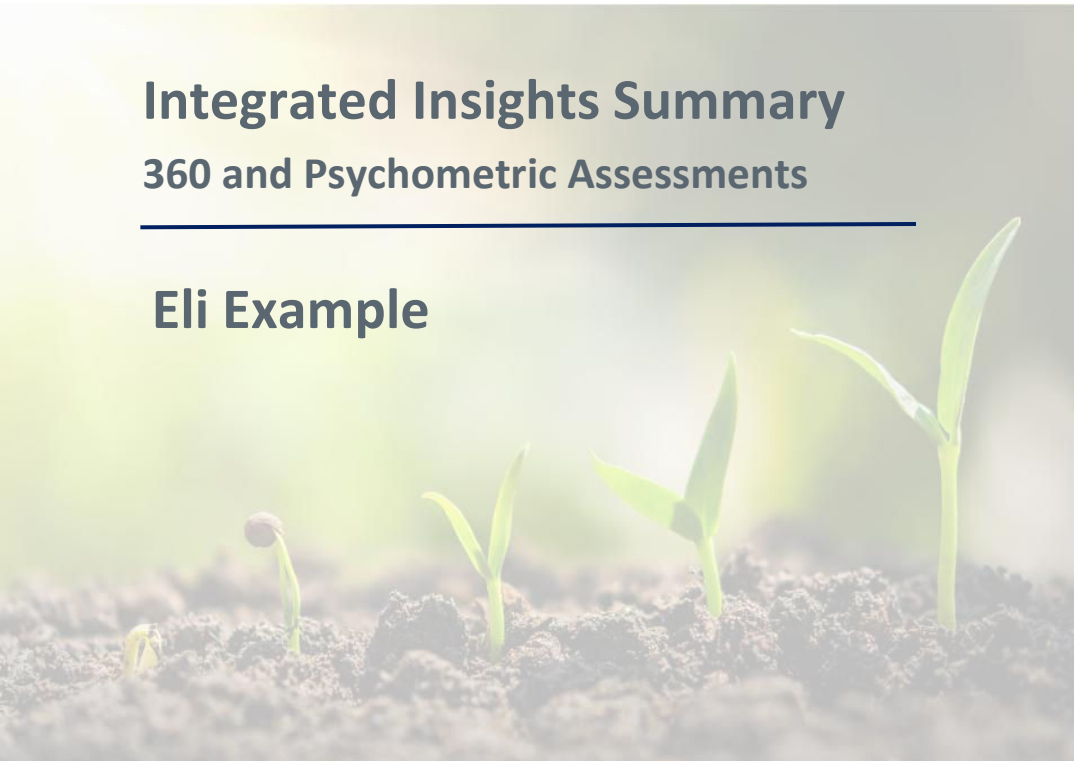


Integrated Insights Summary

360 and Psychometric Assessments

Eli Example



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Clear Strengths

Identified as strengths in both the 360 and psychometric assessments.

- You are an open-minded and imaginative thinker who embraces change. People who work with you agree that you excel at finding new and creative ways to grow the business. You can leverage your ability to promote innovation by encouraging teams at all levels to experiment with different ways of doing things.
- You are a gregarious individual with a lively, upbeat personality. People you work with see you as highly approachable and adept at building networks outside the organization. They also appreciate your ability to create a fun environment and to stay positive when faced with challenging situations. These traits should allow you to motivate people and help them to remain optimistic during difficult times.
- You have faith in the capabilities of others and are willing to delegate stretch assignments to help your team members grow and learn from mistakes. These qualities have likely contributed to the favorable ratings you received across the board from direct reports. People on your team enjoy working for you and feel supported and valued. This should help you to gain commitment and discretionary effort from them.

Likely Opportunities

Identified as growth opportunities in both the 360 and psychometric assessments.

- Your peers consistently rated you lower than other groups across most of the 360 survey items. Their ratings were much lower in the following interpersonal areas: seeking feedback, adapting your communication style to different audiences, and demonstrating a demeanor that inspires respect and trust. Your psychometric assessment results suggest this may be due to your strong personality and colorful way of speaking, which could elicit different reactions from different people. Think about whether you behave differently in front of peers (and if so, why). Some suggestions in the STOP DOING section of your 360 report could help you develop gravitas and a more consistent demeanor.
- Your managers rated you low on accountability, taking ownership for achieving results, and leveraging resources to drive results. Perhaps related to this, there were some comments that were consistent with your objective assessment results regarding taking on too much and not always following through on tasks. Your eagerness to please people is likely to pose challenges for you in a matrixed environment, so you would benefit from coaching to help you prioritize and manage stakeholder expectations effectively.

Additional Observations

These are disconnects or other notable results within or across the assessments.

- Some 360 comments revealed issues regarding retention on your team. This is surprising because your current direct reports rated you favorably, and the psychometric assessments indicated strengths related to motivating people. It could be helpful to engage in a thorough analysis to identify the root causes of the turnover and establish an action plan to improve in this area.