

# OSI - Polaris V4

## Survey Feedback Report

### Participant Information

Name: **Sophia Smith**  
Organization: **Organization Systems Int**  
Group Name: **Polaris V4 Sample Survey**  
E-Mail: **sophiasmith@orgsysint.com**

### Organization Contact Information

Address: **5230 Carroll Canyon Rd. San Diego**  
**Suite 326 CA 92121**

Phone: **1-858-455-0923**

Contact: **Crystal Matsuura**

E-Mail: **cmatsuura@orgsysinc.com**

### Survey Information

Survey Name: **Polaris V4**  
Date Distributed: **1/1/2017**  
Date Due: **1/17/2017**

<u>Respondent</u>	<u>Distributed</u>	<u>Returned</u>
<b>Self</b>	<b>1</b>	<b>1</b>
<b>Supervisor</b>	<b>1</b>	<b>1</b>
<b>Peer</b>	<b>7</b>	<b>7</b>
<b>Direct Report</b>	<b>7</b>	<b>7</b>

### Rating Information

<u>Point</u>	<u>Description</u>
<b>0</b>	<b>Unable to Answer</b>
<b>1</b>	<b>Rarely</b>
<b>2</b>	<b>-</b>
<b>3</b>	<b>Sometimes</b>
<b>4</b>	<b>-</b>
<b>5</b>	<b>Almost Always</b>

# *About the 360 Feedback Report*

*This confidential report was prepared by Organization Systems International and is intended to be used for your own professional development.*

This report gives you an opportunity to compare how you and others see your performance on a set of benchmark competencies. Examine your ratings to discover your strengths and/or development needs. Look at the difference between your own perceptions and those of others. This will allow you to view areas where you have been too critical of your performance and other areas where you have not been critical enough. Feedback from multiple sources can be a powerful tool for your personal and professional development.

## RATING INDIVIDUAL COMPETENCIES

The first section of this report includes the seven leadership and management constellations of skills. For example, on page 1 the group heading is in the upper right margin (example: **Communications**). Each group is made up of a number of competencies. Each competency is centered at the top of each page, printed in white text (example: **Active Listening**). Questions from the 360 Survey are printed to the right of the question number. The boxes below the question identify your rating on each specific item, either as a single rating or the average for a group of given respondents. The number in parentheses to the right of the box indicates the exact number of respondents in that category that answered the question with a non-zero response. The graph to the right shows how the ratings from all groups compare. The extended bar indicates the range from the lowest rating to the highest rating. The averages for specific competencies (example: **Active Listening**) are found at the bottom of each page. *Please note that the participant average excludes self responses.*

## HIGH/LOW TEN ITEM

The “**High/Low Ten Item**” table lists the ten highest and lowest question averages – first for ALL Respondent types grouped together (excluding self), and then for each respondent category broken out separately. These charts allow you to quickly see your strengths and greatest development needs. Three stars identify items where 50% or more of the respondents in a category provided a “not applicable” response.

## COMPETENCY SUMMARY

The “**Summary by Cluster**” presents the averages for the seven competency constellations in one table. The “**Summary by Competency**” displays the averages for each individual competency. A second table allows you to see the competencies rank ordered from highest to lowest rated.

## ZERO RESPONSE MATRIX

The “**Zero Response Matrix**” shows the number of respondents in each evaluating group who marked an item zero (not applicable or unable to respond).

## WRITTEN COMMENTS

This section of the report includes transcriptions of the **written comments**. Comments are presented in random order. Comments are typed “as is”. If two respondents have similar comments, you will see them twice. This section helps you identify your personal strengths and development needs.

## ANALYSIS OF FEEDBACK REPORT

The “**Analysis of Feedback Report**” is designed to point you towards the most significant items in your feedback report. It will show you, among other things, the items where your opinion differs most markedly from that of other respondent gatherings. You can also see a comparison of Top 10 and Bottom 10 items from the survey across all respondent groupings. This final table calibrates for different rating leniency or toughness tendencies for a more consistent perception of your key strengths and developmental areas.

This report is intended as a feedback tool for the participants' use only. The data provided is not to be made public, nor is it a part of the participant's permanent record. Any information contained in the feedback report is based on the opinions of the survey participants only and is not reflective of the thoughts or position held by your organization.

# OSI - Polaris V4

## TABLE OF CONTENTS

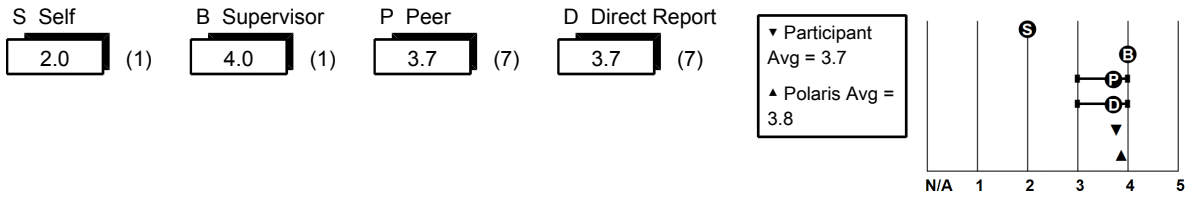
<b>INDIVIDUAL COMPETENCY RATINGS.....</b>	<b>1</b>
<b>Communications</b>	
Active Listening.....	1
Communicativeness.....	2
Informal Communication.....	3
Presentation Skills.....	4
Written Communication.....	5
<b>Conceptual</b>	
Business Thinking.....	6
Creativity.....	7
Learning Agility.....	8
Problem Solving & Decision Making.....	9
Self-Objectivity.....	11
<b>Contextual</b>	
Customer Orientation.....	12
Functional/Technical Expertise.....	13
Global Mindset.....	14
Industry Knowledge.....	15
Organization Knowledge.....	16
<b>Interpersonal</b>	
Assertiveness.....	17
Conflict Management.....	18
Diplomacy.....	19
Relationship Building.....	20
Sensitivity.....	21
Team Player.....	22
<b>Leadership</b>	
Change Agility.....	23
Influence.....	24
Leader Identification.....	25
Mission Focus.....	26
Risk-Taking.....	27
Strategic Thinking.....	28
Visioning.....	30
<b>Management</b>	

Delegation .....	31
Financial Acumen.....	32
Organizing & Planning.....	33
Talent Development.....	34
Team Management.....	36
Technology Savvy.....	37
<b>Personal</b>	
Composure.....	38
Drive/Energy.....	39
High Standards.....	41
Initiative.....	42
Integrity.....	43
Positive Impact.....	44
Results Orientation.....	45
<b>HIGH 10 AND LOW 10 ITEM AVERAGES - ALL RESPONDENT TYPES.....</b>	<b>46</b>
<b>HIGHLOW.....</b>	<b>48</b>
<b>High 10 and Low 10 Item Averages - Self</b>	
<b>High 10 and Low 10 Item Averages - Supervisor</b>	
<b>High 10 and Low 10 Item Averages - Peer</b>	
<b>High 10 and Low 10 Item Averages - Direct Report</b>	
<b>CLUSTER SUMMARY.....</b>	<b>57</b>
<b>COMPETENCY SUMMARY.....</b>	<b>58</b>
<b>COMPETENCY SUMMARY (RANK ORDER).....</b>	<b>60</b>
<b>ZERO RESPONSE MATRIX.....</b>	<b>62</b>
<b>WRITTEN COMMENTS.....</b>	<b>63</b>
<b>ANALYSIS OF FEEDBACK.....</b>	<b>66</b>
Part 1: Differences Between Respondent Types.....	66
Part 3: Summary of High/Low Items By Respondent Type.....	71

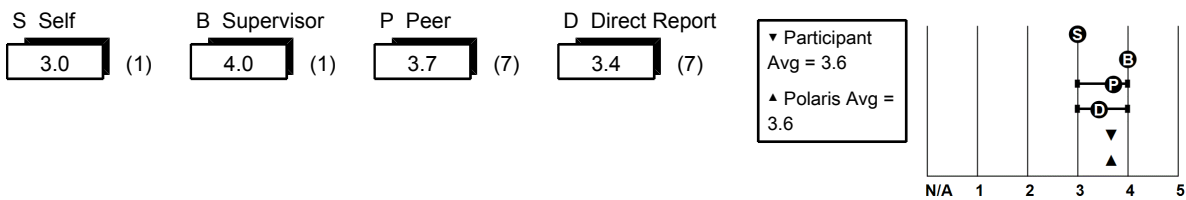
## Active Listening

Effective performers offer their full attention when others speak. They listen actively, giving verbal and nonverbal cues of their interest. When the speaker has finished, they paraphrase what was said to ensure understanding.

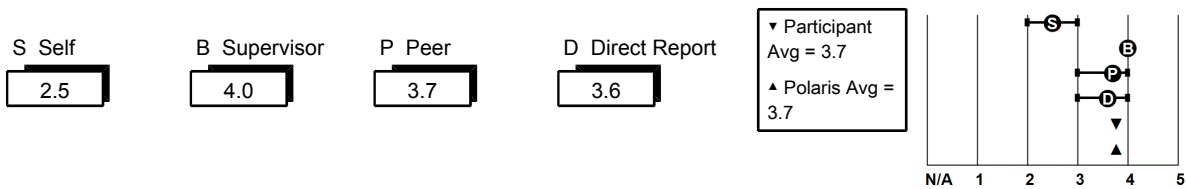
**1** To what extent does this individual paraphrase or summarize to ensure understanding?



**2** To what extent does this individual give full attention without interrupting?



## Averages for Active Listening



## High 10 and Low 10 Item Averages - All Respondent Types

Below are the items and averages that represent your 10 highest and lowest scores. These scores are the combined average of ALL respondent types for that item EXCLUDING SELF.

### High 10

Quest. #		Avg.
7	To what extent does this individual deliver an effective formal presentation?	4.9 <i>Presentation Skills</i>
88	To what extent does this individual act ethically and honestly?	4.9 <i>Integrity</i>
12	To what extent does this individual contribute novel ideas?	4.7 <i>Creativity</i>
15	To what extent does this individual display curiosity and a genuine desire to learn?	4.7 <i>Learning Agility</i>
81	To what extent does this individual work hard?	4.6 <i>Drive/Energy</i>
84	To what extent does this individual establish and maintain high work standards?	4.6 <i>High Standards</i>
89	To what extent does this individual display passion and a positive attitude?	4.6 <i>Positive Impact</i>
4	To what extent does this individual regularly exchange ideas with staff?	4.5 <i>Communicativeness</i>
22	To what extent does this individual respond promptly to customer requests?	4.5 <i>Customer Orientation</i>
24	To what extent does this individual possess current functional/technical expertise necessary for his/her job?	4.5 <i>Functional/Technical Expertise</i>
29	To what extent does this individual demonstrate an in-depth understanding of what this organization does?	4.5 <i>Organization Knowledge</i>
50	To what extent does this individual display enthusiasm for leading others?	4.5 <i>Leader Identification</i>
86	To what extent does this individual take action without prompting?	4.5 <i>Initiative</i>
92	To what extent does this individual produce results?	4.5 <i>Results Orientation</i>

**Note:** \*\*\* Indicates questions where 50%+ respondents answered zero, or unable to answer. These results tend to be less reliable.

**Low 10**

<b>Quest. #</b>		<b>Avg.</b>
20	To what extent does this individual know how his/her own behavior impacts others?	2.5 <i>Self-Objectivity</i>
45	To what extent does this individual work effectively in the face of ambiguity?	2.9 <i>Change Agility</i>
40	To what extent does this individual treat others with respect?	3.2 <i>Sensitivity</i>
78	To what extent does this individual remain calm under pressure?	3.4 <i>Composure</i>
83	To what extent does this individual maintain a work/life balance?	3.4 <i>Drive/Energy</i>
90	To what extent does this individual make a positive impression on those around him/her?	3.4 <i>Positive Impact</i>
6	To what extent does this individual interact effectively in casual situations?	3.5 <i>Informal Communication</i>
28	To what extent does this individual know the competition?	3.5 <i>Industry Knowledge</i>
31	To what extent does this individual confront others in a constructive fashion when necessary?	3.5 <i>Assertiveness</i>
2	To what extent does this individual give full attention without interrupting?	3.6 <i>Active Listening</i>
23	To what extent does this individual establish productive relationships with customers?	3.6 <i>Customer Orientation</i>
34	To what extent does this individual effectively manage disagreements?	3.6 <i>Conflict Management</i>
37	To what extent does this individual recognize political implications and adjust behavior to remain effective?	3.6 <i>Diplomacy</i>
42	To what extent does this individual effectively partner with people across the organization?	3.6 <i>Team Player</i>
47	To what extent does this individual build trust through fairness, honesty, and openness?	3.6 <i>Influence</i>
60	To what extent does this individual effectively delegate to maximize managerial time?	3.6 <i>Delegation</i>
79	To what extent does this individual deal constructively with set-backs and failures?	3.6 <i>Composure</i>

**Note:** \*\*\* Indicates questions where 50%+ respondents answered zero, or unable to answer. These results tend to be less reliable.

Quest. #		Avg.
47	To what extent does this individual build trust through fairness, honesty, and openness?	3.4 <i>Influence</i>
78	To what extent does this individual remain calm under pressure?	3.4 <i>Composure</i>

Note: \*\*\* Indicates questions where 50%+ respondents answered zero, or unable to answer. These results tend to be less reliable.

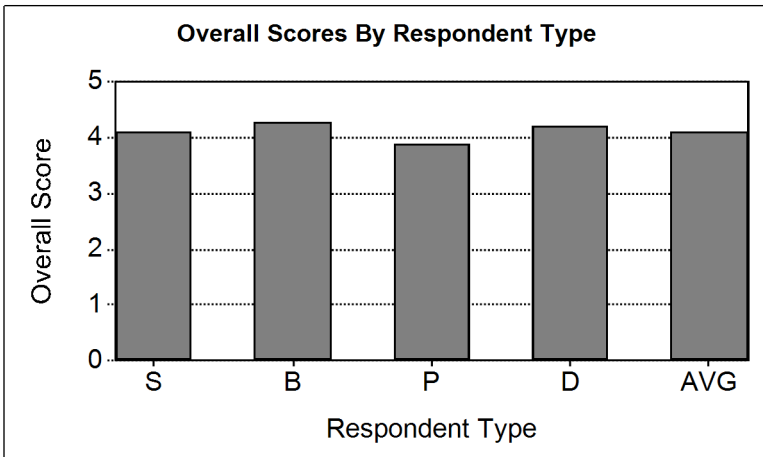
## Summary By Cluster

### Respondent Type Key:

S Self      B Supervisor      P Peer      D Direct Report

Respondent Type # of Respondents	S 1	B 1	P 7	D 7	A V G	Polaris Norms Sample Size=17051
<b>Category</b>						
Communications	4.0	4.2	4.0	4.2	4.1	3.8
Conceptual	4.4	4.5	3.8	4.3	4.1	3.8
Contextual	3.8	4.6	3.9	4.4	4.2	3.4
Interpersonal	3.8	3.9	3.6	4.1	3.8	3.8
Leadership	4.3	4.5	3.9	4.2	4.1	3.6
Management	3.7	4.4	3.8	4.0	4.0	3.4
Personal	4.4	4.2	4.0	4.2	4.2	4.0
<b>Overall</b>	4.1	4.3	3.9	4.2	4.1	

Note: Average column does not include "Self" scores.





# Summary By Competency

**Respondent Type Key:**

**S** Self

**B** Supervisor

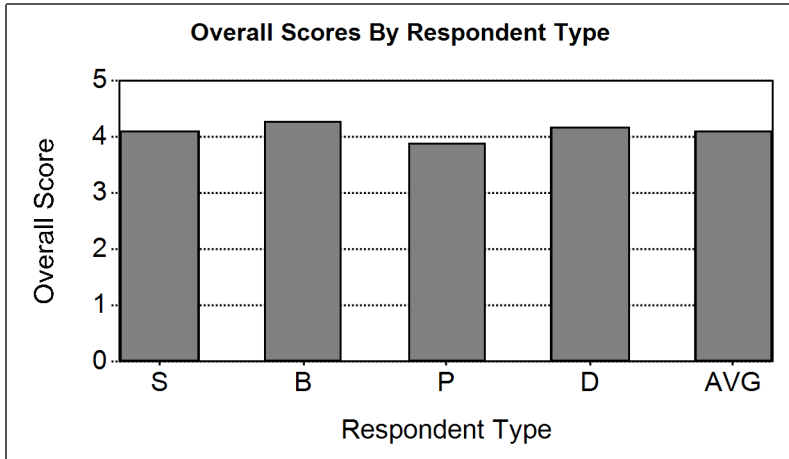
**P** Peer

**D** Direct Report

Respondent Type Number of Respondents	<b>S</b> <b>1</b>	<b>B</b> <b>1</b>	<b>P</b> <b>7</b>	<b>D</b> <b>7</b>	<b>A</b> <b>V</b> <b>G</b>
Category					
<b>Communications</b>	4.0	4.2	4.0	4.2	4.1
Active Listening	2.5	4.0	3.7	3.6	3.7
Communicativeness	4.5	5.0	3.9	4.5	4.2
Informal Communication	3.5	3.0	4.0	3.9	3.9
Presentation Skills	5.0	4.5	4.2	4.9	4.6
Written Communication	5.0	5.0	4.4	3.9	4.2
<b>Conceptual</b>	4.4	4.5	3.8	4.3	4.1
Business Thinking	4.0	4.0	3.9	4.5	4.2
Creativity	5.0	5.0	4.0	4.6	4.4
Learning Agility	5.0	5.0	4.1	4.9	4.5
Problem Solving & Decision Making	4.5	4.8	3.8	4.4	4.1
Self-Objectivity	3.5	3.5	3.2	3.1	3.2
<b>Contextual</b>	3.8	4.6	3.9	4.4	4.2
Customer Orientation	5.0	4.0	3.7	4.4	4.0
Functional/Technical Expertise	5.0	5.0	4.6	4.3	4.5
Global Mindset	2.0	5.0	3.8	5.0	4.4
Industry Knowledge	2.5	4.5	3.6	4.1	3.9
Organization Knowledge	4.0	5.0	4.0	4.4	4.3
<b>Interpersonal</b>	3.8	3.9	3.6	4.1	3.8
Assertiveness	4.5	4.0	3.6	4.0	3.8
Conflict Management	3.5	3.0	3.6	4.2	3.9
Diplomacy	3.3	4.0	3.7	4.3	4.0
Relationship Building	4.0	4.0	3.6	4.4	4.0
Sensitivity	4.0	3.0	3.0	3.4	3.2
Team Player	4.0	4.5	3.6	3.9	3.8
<b>Leadership</b>	4.3	4.5	3.9	4.2	4.1
Change Agility	4.7	3.7	3.6	3.9	3.8
Influence	4.3	4.7	4.0	3.8	3.9
Leader Identification	5.0	4.5	4.4	4.5	4.4
Mission Focus	4.0	4.5	4.0	4.4	4.2
Risk-Taking	4.0	5.0	3.6	4.4	4.1
Strategic Thinking	4.3	4.8	3.9	4.5	4.2
Visioning	3.0	4.0	4.0	4.4	4.2
<b>Management</b>	3.7	4.4	3.8	4.0	4.0

Respondent Type	S	B	P	D	A
Number of Respondents	1	1	7	7	V
Category					G
Delegation	4.5	4.0	4.0	3.4	3.7
Financial Acumen	3.0	4.0	4.0	4.5	4.2
Organizing & Planning	4.0	4.8	4.1	3.9	4.1
Talent Development	3.5	4.5	3.7	4.1	4.0
Team Management	3.7	4.7	3.4	4.3	3.9
Technology Savvy	3.7	4.0	4.0	3.7	3.9
<b>Personal</b>	<b>4.4</b>	<b>4.2</b>	<b>4.0</b>	<b>4.2</b>	<b>4.2</b>
Composure	3.5	3.0	3.4	3.7	3.5
Drive/Energy	4.3	4.3	4.0	4.0	4.0
High Standards	4.0	4.0	3.9	4.5	4.2
Initiative	5.0	4.5	4.0	4.6	4.3
Integrity	5.0	5.0	4.9	4.9	4.9
Positive Impact	4.5	4.0	4.1	3.9	4.0
Results Orientation	5.0	5.0	4.1	4.5	4.4
<b>Overall</b>	<b>4.1</b>	<b>4.3</b>	<b>3.9</b>	<b>4.2</b>	<b>4.1</b>

Note: Average column does not include "Self" scores.



Respondent Type Key:

S Self      B Supervisor      P Peer      D Direct Report

# Summary By Competency (Rank Order)

Respondent Type Key:

S Self

B Supervisor

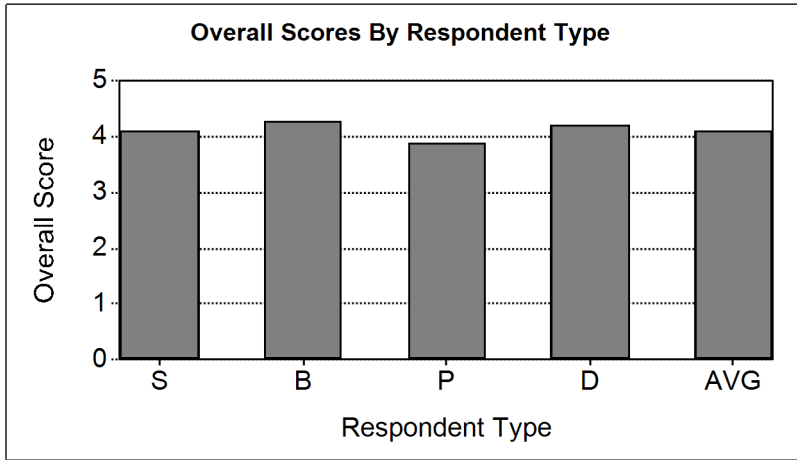
P Peer

D Direct Report

Respondent Type Number of Respondents Competency	S 1	B 1	P 7	D 7	A V G
Integrity	5.0	5.0	4.9	4.9	4.9
Presentation Skills	5.0	4.5	4.2	4.9	4.6
Functional/Technical Expertise	5.0	5.0	4.6	4.3	4.5
Learning Agility	5.0	5.0	4.1	4.9	4.5
Creativity	5.0	5.0	4.0	4.6	4.4
Global Mindset	2.0	5.0	3.8	5.0	4.4
Leader Identification	5.0	4.5	4.4	4.5	4.4
Results Orientation	5.0	5.0	4.1	4.5	4.4
Initiative	5.0	4.5	4.0	4.6	4.3
Organization Knowledge	4.0	5.0	4.0	4.4	4.3
Business Thinking	4.0	4.0	3.9	4.5	4.2
Communicativeness	4.5	5.0	3.9	4.5	4.2
Financial Acumen	3.0	4.0	4.0	4.5	4.2
High Standards	4.0	4.0	3.9	4.5	4.2
Mission Focus	4.0	4.5	4.0	4.4	4.2
Strategic Thinking	4.3	4.8	3.9	4.5	4.2
Visioning	3.0	4.0	4.0	4.4	4.2
Written Communication	5.0	5.0	4.4	3.9	4.2
Organizing & Planning	4.0	4.8	4.1	3.9	4.1
Problem Solving & Decision Making	4.5	4.8	3.8	4.4	4.1
Risk-Taking	4.0	5.0	3.6	4.4	4.1
Customer Orientation	5.0	4.0	3.7	4.4	4.0
Diplomacy	3.3	4.0	3.7	4.3	4.0
Drive/Energy	4.3	4.3	4.0	4.0	4.0
Positive Impact	4.5	4.0	4.1	3.9	4.0
Relationship Building	4.0	4.0	3.6	4.4	4.0
Talent Development	3.5	4.5	3.7	4.1	4.0
Conflict Management	3.5	3.0	3.6	4.2	3.9
Industry Knowledge	2.5	4.5	3.6	4.1	3.9
Influence	4.3	4.7	4.0	3.8	3.9
Informal Communication	3.5	3.0	4.0	3.9	3.9
Team Management	3.7	4.7	3.4	4.3	3.9
Technology Savvy	3.7	4.0	4.0	3.7	3.9
Assertiveness	4.5	4.0	3.6	4.0	3.8
Change Agility	4.7	3.7	3.6	3.9	3.8
Team Player	4.0	4.5	3.6	3.9	3.8
Active Listening	2.5	4.0	3.7	3.6	3.7
Delegation	4.5	4.0	4.0	3.4	3.7

<b>Respondent Type</b>	<b>S</b>	<b>B</b>	<b>P</b>	<b>D</b>	<b>A</b>
<b>Number of Respondents</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>7</b>	<b>V</b>
<b>Competency</b>					<b>G</b>
<b>Composure</b>	3.5	3.0	3.4	3.7	3.5
<b>Self-Objectivity</b>	3.5	3.5	3.2	3.1	3.2
<b>Sensitivity</b>	4.0	3.0	3.0	3.4	3.2
<b>Overall</b>	4.1	4.3	3.9	4.2	4.1

**Note:** Average column does not include "Self" scores.



**Respondent Type Key:**

**S** Self      **B** Supervisor      **P** Peer      **D** Direct Report

# Zero Response Matrix

This matrix shows on which questions raters submitted responses of "zero." Such responses indicate the competency is not applicable to your position, or that the rater has not observed the behavior in question. This information will help you to determine individual item reliability.

**Respondent Type Key:**

**S** Self                      **B** Supervisor                      **P** Peer                      **D** Direct Report

I T E M	S	B	P	D	T O T A L
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
21					
22					
23					
24					
25		1	5	6	12
26	1		3	3	7
27			2		2
28					
29					
30					
31					
32					
33					

I T E M	S	B	P	D	T O T A L
34		1		1	2
35			1	1	2
36					
37				1	1
38			3		3
39					
40					
41			1		1
42					
43				1	1
44			1	1	2
45			1	1	2
46					
47					
48				1	1
49					
50			1	1	2
51					
52					
53			1	1	2
54					
55				1	1
56				1	1
57				1	1
58				1	1
59					
60			3		3
61					
62					
63					
64			3	1	4
65					
66				1	1

I T E M	S	B	P	D	T O T A L
67				1	1
68					
69					
70			3		3
71			4		4
72				1	1
73					
74				1	1
75				2	2
76			1	1	2
77					
78					
79				1	1
80					
81			1		1
82				1	1
83					
84					
85					
86					
87					
88					
89					
90					
91					
92					

---

# Written Comments

---

<b>Strengths for Sophia Smith</b>
-----------------------------------

## Self

- Proactive.
- Vision.
- Energy.
- Belief in team.
- Learns the business.
- Creative.

## Supervisor

- Strong personality.
- Gets a lot done.
- Results driven.

## Peer

- No Comments Provided.

## Direct Report

- High expectations.
- Good attitude.
- Does whatever it takes to get the job done.
- Hard-worker.
- Creative.
- Presentation skills.
- Positive attitude.
- Organized.

## Development Needs for Sophia Smith

### Self

- More patience.
- Build vision with team.
- More risk taking.
- Listen more.
- Reward others more.

### Supervisor

- Communication.
- Build more relationships with other team members.

### Peer

- No Comments Provided.

### Direct Report

- More clear when delegating.
- Communication is negative.
- Self-centered.
- Trust more.
- Balance.

## Additional Comments/Suggestions for Sophia Smith

### Self

- No Comments Provided.

### Supervisor

- Very valuable.
- Contributes a lot.

### Peer

- No Comments Provided.

### Direct Report

- One of the best bosses.
- I am lucky to have the opportunity to work with her.



---

# Analysis of Feedback

---

<b>Part 1: Differences Between Respondent Types</b>
---

This section reveals significant differences in scores on specific items among respondent types.

---

## 1. Self HIGHER than Supervisor

The greatest differences between Self and Supervisor where Self rated more than one point higher than Supervisor were seen in the following items.

Quest.	Difference in points	Category	Question
23	2.0	<b>Contextual - Customer Orientation</b>	To what extent does this individual establish productive relationships with customers?
43	2.0	<b>Leadership - Change Agility</b>	To what extent does this individual adapt to new ideas or necessary change?

## 2. Self HIGHER than Peer

The greatest differences between Self and Peer where Self rated more than one point higher than Peer were seen in the following items.

Quest.	Difference in points	Category	Question
3	1.6	<b>Communications - Communicativeness</b>	To what extent does this individual actively share information?
23	1.6	<b>Contextual - Customer Orientation</b>	To what extent does this individual establish productive relationships with customers?
44	1.5	<b>Leadership - Change Agility</b>	To what extent does this individual successfully manage needed change?
58	1.4	<b>Leadership - Strategic Thinking</b>	To what extent does this individual apply continuous pressure to grow the business?
8	1.3	<b>Communications - Presentation Skills</b>	To what extent does this individual make effective spontaneous presentations without advance preparation?
13	1.3	<b>Conceptual - Creativity</b>	To what extent does this individual encourage innovation?
18	1.3	<b>Conceptual - Problem Solving &amp; Decision Making</b>	To what extent does this individual act decisively?
66	1.3	<b>Management - Organizing &amp; Planning</b>	To what extent does this individual effectively manage multiple competing priorities?
38	1.2	<b>Interpersonal - Relationship Building</b>	To what extent does this individual actively maintain networks of professional relationships?
45	1.2	<b>Leadership - Change Agility</b>	To what extent does this individual work effectively in the face of ambiguity?
17	1.1	<b>Conceptual - Problem Solving &amp; Decision Making</b>	To what extent does this individual effectively analyze problems and situations?