



# BOLD Career Compass

## 360 Feedback Report

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7/15/2022

echospan

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# About Your BOLD Career Compass 360 Report

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The BOLD Career Compass 360 feedback process is designed to fuel your professional development. When leveraged effectively, your BOLD 360 can help you:

- Develop greater self-awareness
- Highlight strengths and identify development areas
- Create a focused and effective development plan

As you begin to digest your BOLD 360 feedback, remember:

- We all have development needs!
- The content of the feedback you receive isn't as important as your *reaction* and subsequent *action*
- Approach the feedback with an open mind and look for nuggets of insight - even in the feedback with which you disagree

Once you review your report in detail and understand feedback themes, you should:

- Compare your current level of competency to your target level of competency (based on your career goal)
- Identify where you'd like to "level-up"
- Create a personal development plan with long and short-term actions
- Develop a sponsorship plan to gain support from those who can help
- Outline a personal operating plan to ensure that you make it all happen

## Questions?

If you have further questions, please email: [BOLD@UpstreamHR.com](mailto:BOLD@UpstreamHR.com)

## Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
N/A I have not had an opportunity to observe the requestor in this capacity	---
New and Emerging Has fundamental knowledge and occasionally demonstrates the competency.	1
Building Demonstrates the competency regularly, with occasional support.	2
Proficient Consistently and independently demonstrates the competency.	3
Expert A recognized expert of the competency who proactively coaches others.	4
Strategist An esteemed role model of the competency who inspires others and provides thought leadership to shape and evolve the competency.	5

## Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

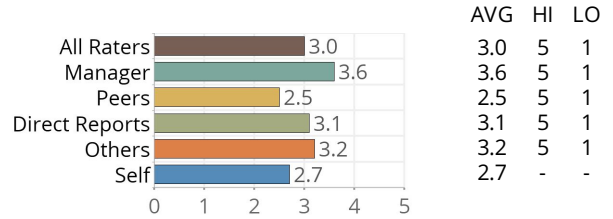
Rater Type	Nominated	Responded	Response Rate
Self	1	1	100%
Manager	1	1	100%
Peers	5	5	100%
Direct Reports	5	5	100%
Others	5	5	100%
Total	17	17	100%

# BOLD Brains - Summary Scores

The BOLD Brains - Summary Scores show average ratings by rater group, for each BOLD Brain in the aggregate. The HI and LO columns indicate the maximum and minimum ratings within each rater group, respectively. The "All Raters" bar represents the average of all non-self raters.

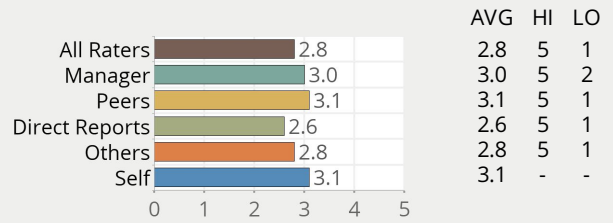
## BUSINESS BRAIN

Utilizes broad ecosystem knowledge to think systematically, lead horizontally and generate unique strategies that optimize total business performance.



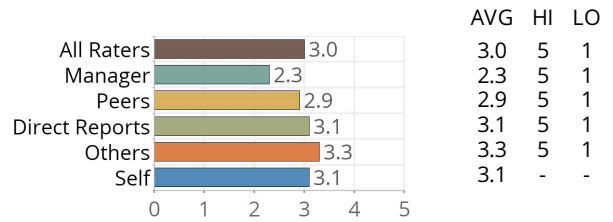
## OPERATING BRAIN

Develops operating and decision-making mechanisms to deliver flawlessly and drive continuous improvement - without being in all the details, all the time.



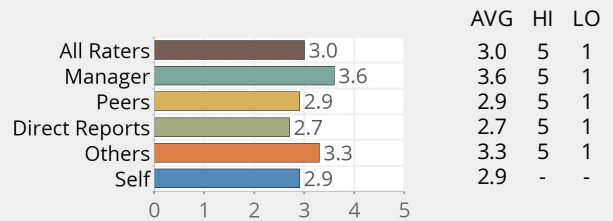
## LEADERSHIP BRAIN

Exemplifies a deep-rooted conviction that people matter and creates an engaging climate that inspires others to deliver their personal best.



## DOMAIN BRAIN

Combines a strong foundation of functional and product knowledge with humility and curiosity to fuel a hunger for continuous learning and debate.



# Individual Competency Scores by BOLD Brain

The Individual Competency Scores by BOLD Brain show average ratings for each individual competency by BOLD Brain and rater group. Verbatim open-ended comments, arranged by rater group, are included at the end of each BOLD Brain section. The HI and LO columns indicate the maximum and minimum ratings within each rater group. The N column indicates the number of respondents in each rater group. Your highest and lowest 5 items by rater group are indicated by a ▲ icon and ▼ icon, respectively.

## BUSINESS BRAIN

	AVG	HI	LO	N
All Raters	3.0	5	1	16
Manager	3.6	5	1	1
Peers	2.5	5	1	5
Direct Reports	3.1	5	1	5
Others	3.2	5	1	5
Self	2.7	-	-	-

- 1. ORGANIZATIONAL EMPATHY:** Deliberately collects experiences across varied business functions, product lines and business cycles to gain broad perspective and insight.

**HIDDEN STRENGTH (1.13)**

	AVG	HI	LO	N	▲▼
All Raters	3.1	5	1	16	▲▼
Manager	5.0	5	5	1	▲
Peers	2.2	3	2	5	▼
Direct Reports	3.0	4	1	5	
Others	3.8	5	1	5	▲
Self	2.0	-	-	-	
- 2. HORIZONTAL LEADERSHIP:** Collaborates with cross-functional peers and refuses to tolerate siloed thinking or behavior; demonstrates boundaryless leadership by making decisions that optimize performance for the total business, not just one function or team.

**BLIND SPOT (-1.25)**

	AVG	HI	LO	N	▲▼
All Raters	2.8	5	1	16	▲▼
Manager	5.0	5	5	1	▲
Peers	2.6	3	2	5	
Direct Reports	2.6	4	2	5	
Others	2.6	4	1	5	▼
Self	4.0	-	-	-	
- 3. INTERNAL ECOSYSTEM:** Understands how various business functions interact, impact each other and work together to deliver for the customer, and infuses that knowledge into decisions and strategies that drive performance.

**HIDDEN STRENGTH (1.19)**

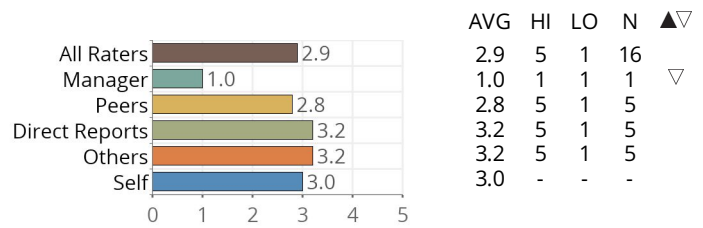
	AVG	HI	LO	N	▲▼
All Raters	3.2	5	1	16	▲▼
Manager	5.0	5	5	1	▲
Peers	2.8	5	1	5	
Direct Reports	3.4	5	1	5	
Others	3.0	5	1	5	
Self	2.0	-	-	-	
- 4. EXTERNAL ECOSYSTEM:** Understands how customers, competitors, markets, industry trends, disruptive technologies and other external factors impact success, and infuses that knowledge into decisions and strategies that drive performance.

**HIDDEN STRENGTH (1.25)**

	AVG	HI	LO	N	▲▼
All Raters	3.3	5	1	16	▲▼
Manager	4.0	4	4	1	
Peers	2.2	3	1	5	▼
Direct Reports	4.2	5	2	5	▲
Others	3.2	5	1	5	
Self	2.0	-	-	-	

# Individual Competency Scores by BOLD Brain (continued)

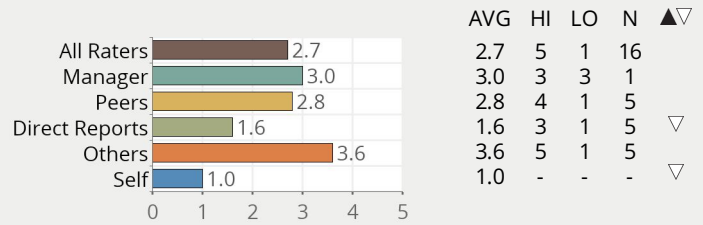
5. **FINANCIAL LITERACY:** Speaks fluently in numbers, navigates core financial statements with ease and maintains current knowledge of performance against financial targets.



AVG	HI	LO	N	▲▼
2.9	5	1	16	
1.0	1	1	1	▼
2.8	5	1	5	
3.2	5	1	5	
3.2	5	1	5	
3.0	-	-	-	

6. **COST FOCUS:** Advocates and models a 'run it like you own it' focus on cost and cash; ensures each team member understands his/her ability to impact the bottom line.

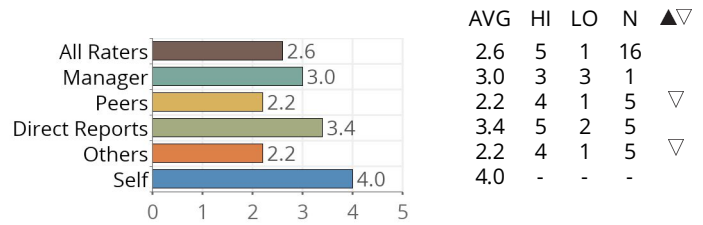
**HIDDEN STRENGTH**  
(1.69)



AVG	HI	LO	N	▲▼
2.7	5	1	16	
3.0	3	3	1	
2.8	4	1	5	
1.6	3	1	5	▼
3.6	5	1	5	
1.0	-	-	-	▼

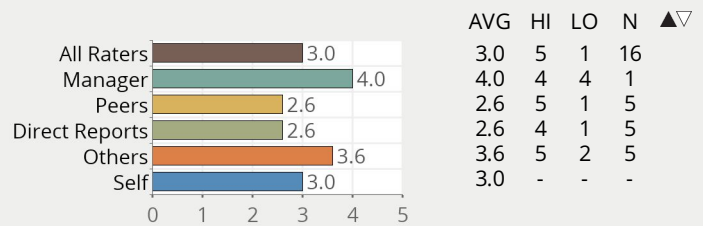
7. **BUSINESS ACUMEN:** Correlates business strategy and financials, then draws informed conclusions on fiscal matters that add economic value to the company.

**BLIND SPOT**  
(-1.37)



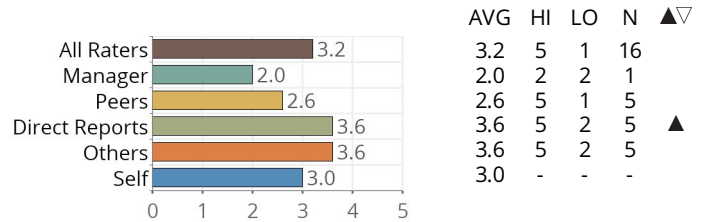
AVG	HI	LO	N	▲▼
2.6	5	1	16	
3.0	3	3	1	
2.2	4	1	5	▼
3.4	5	2	5	
2.2	4	1	5	▼
4.0	-	-	-	

8. **CUSTOMER VALUE:** Champions outward decision-making, drives for competitive differentiation and relentlessly prioritizes customer success - even when doing so challenges internal metrics.



AVG	HI	LO	N	▲▼
3.0	5	1	16	
4.0	4	4	1	
2.6	5	1	5	
2.6	4	1	5	
3.6	5	2	5	
3.0	-	-	-	

9. **THOUGHT LEADERSHIP:** Synthesizes financial literacy with broad internal and external ecosystem knowledge to generate unique and innovative strategies that beat the competition; is recognized as a 'thought leader' among peers.



AVG	HI	LO	N	▲▼
3.2	5	1	16	
2.0	2	2	1	
2.6	5	1	5	
3.6	5	2	5	▲
3.6	5	2	5	
3.0	-	-	-	

**Which of the Business Brain competencies would the participant benefit most from developing? Please indicate a specific competency from the list above and explain your choice.**

Self

This employee does not appear nervous or overly anxious and responds openly and warmly when appropriate.

Peers

This employee draws upon multiple and diverse sources for ideas and inspiration. he targets areas for innovation and assists in developing solutions that address meaningful work issues.

This employee stresses major points of his information framing the message using terms meaningful to the audience.

he presents information in different ways to enhance audience understanding.

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This employee treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and stands up for deserving others and their ideas.

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This employee involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

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This employee exchanges information with potential partner areas to clarify partnership benefits and potential problems. he collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.

### Direct Reports

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This employee identifies the facts and realities of a situation without letting positive or negative emotion unduly influence perspective.

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This employee includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

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This employee identifies the facts and realities of a situation without letting positive or negative emotion unduly influence perspective.

### Others

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This employee understands implications of integrating research, manufacturing, marketing, sales, and other key alliances into the overall customer experience.

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This employee uses appropriate techniques to move others to action or to gain agreement. he presents products, services or ideas in a manner that clearly shows how they would meet needs and provide benefits.

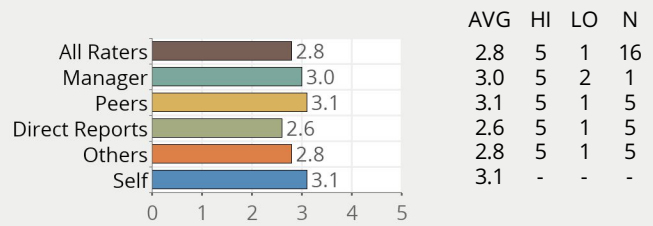
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This employee is able to build working relationships and partnerships that support strategic behaviors used to accomplish work goals through interactions.

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# Individual Competency Scores by BOLD Brain (continued)

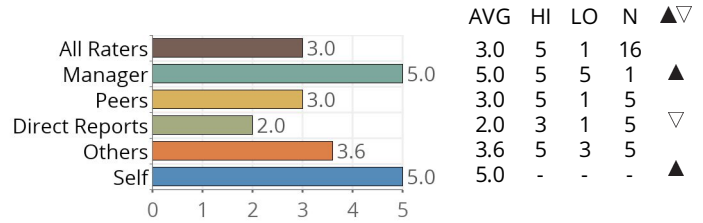
## OPERATING BRAIN



AVG	HI	LO	N
2.8	5	1	16
3.0	5	2	1
3.1	5	1	5
2.6	5	1	5
2.8	5	1	5
3.1	-	-	-

10. **OPERATING RIGOR:** Develops operating rhythms, processes and metrics to measure and drive performance; keeps a pulse on operations without being in all the details, all the time.

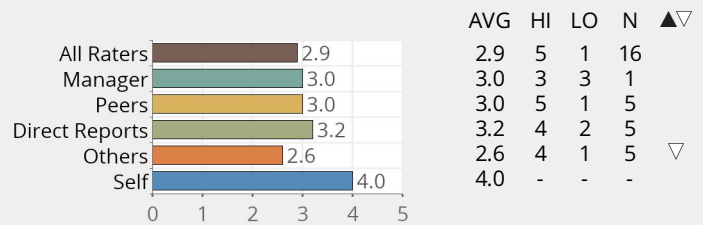
**BLIND SPOT**  
**(-2.00)**



AVG	HI	LO	N	▲▼
3.0	5	1	16	▲▼
5.0	5	5	1	▲
3.0	5	1	5	
2.0	3	1	5	▼
3.6	5	3	5	
5.0	-	-	-	▲

11. **RESPONSIBILITY:** Delivers on personal commitments and holds others accountable to deliver; advocates and demonstrates a strong say:do ratio.

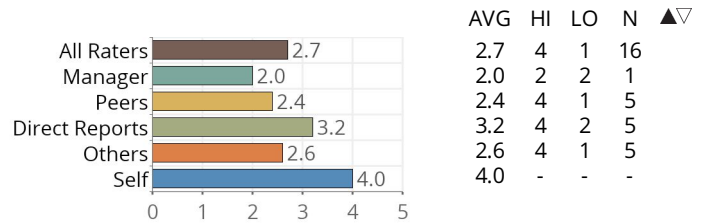
**BLIND SPOT**  
**(-1.06)**



AVG	HI	LO	N	▲▼
2.9	5	1	16	▲▼
3.0	3	3	1	
3.0	5	1	5	
3.2	4	2	5	
2.6	4	1	5	▼
4.0	-	-	-	

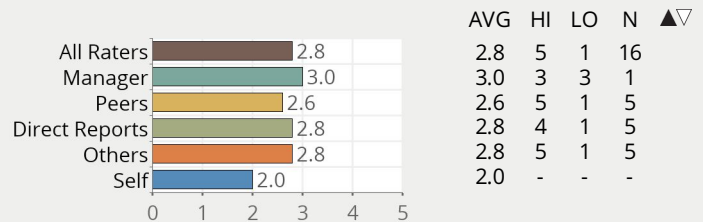
12. **EXECUTION FOCUS:** Identifies the 'vital few' priorities then sets clear, measurable targets - for self and others - that drive steady progress toward long-term goals.

**BLIND SPOT**  
**(-1.31)**



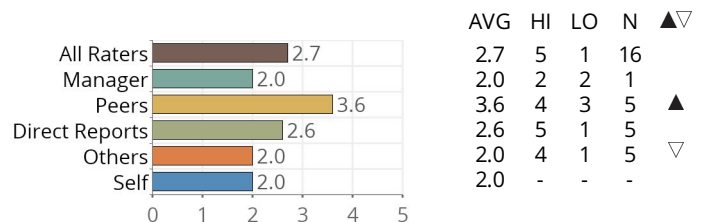
AVG	HI	LO	N	▲▼
2.7	4	1	16	▲▼
2.0	2	2	1	
2.4	4	1	5	
3.2	4	2	5	
2.6	4	1	5	
4.0	-	-	-	

13. **BIAS FOR ACTION:** Generates and evaluates alternative solutions, then implements action plans with a level of urgency, speed and agility that outmaneuvers others.



AVG	HI	LO	N	▲▼
2.8	5	1	16	▲▼
3.0	3	3	1	
2.6	5	1	5	
2.8	4	1	5	
2.8	5	1	5	
2.0	-	-	-	

14. **SIMPLIFICATION:** Constantly seeks ways to improve efficiency, productivity and quality; champions simplicity and resists bureaucracy with a rebellious spirit.



AVG	HI	LO	N	▲▼
2.7	5	1	16	▲▼
2.0	2	2	1	
3.6	4	3	5	▲
2.6	5	1	5	
2.0	4	1	5	▼
2.0	-	-	-	



# Individual Competency Scores by BOLD Brain (continued)

<b>15. ROOT CAUSE CORRECTION:</b> Implements feedback loops that allow issues to surface - without fear of reprisal - then takes swift action to develop and execute root-cause corrections. <b>HIDDEN STRENGTH</b> <b>(1.31)</b>	All Raters	3.3	3.3	5	1	16	▲▼
	Manager	2.0	2.0	2	2	1	
	Peers	4.0	4.0	5	1	5	▲
	Direct Reports	3.2	3.2	4	2	5	
	Others	3.0	3.0	5	1	5	
	Self	2.0	2.0	-	-	-	
<b>16. RESOURCE MANAGEMENT:</b> Allocates and reallocates resources quickly and efficiently; redeploys workload, people and capital to maximize talent and business impact as needs change. <b>HIDDEN STRENGTH</b> <b>(1.38)</b>	All Raters	2.4	2.4	5	1	16	▲▼
	Manager	5.0	5.0	5	5	1	▲
	Peers	2.2	2.2	4	1	5	
	Direct Reports	1.8	1.8	3	1	5	▼
	Others	2.6	2.6	5	1	5	
	Self	1.0	1.0	-	-	-	▼
<b>17. TIME MANAGEMENT:</b> Manages one's calendar with intent, focuses deliberately on what matters and reserves time to build and exercise all four BOLD Brains. <b>BLIND SPOT</b> <b>(-2.19)</b>	All Raters	2.8	2.8	5	1	16	▲▼
	Manager	2.0	2.0	2	2	1	
	Peers	3.8	3.8	5	2	5	▲
	Direct Reports	2.0	2.0	3	1	5	▼
	Others	2.8	2.8	5	1	5	
	Self	5.0	5.0	-	-	-	▲

**Which of the Operating Brain competencies would the participant benefit most from developing? Please indicate a specific competency from the list above and explain your choice.**

Self

This employee identifies resources required to support development efforts. he ensures that opportunities for development are available and assists in helping individuals overcome obstacles to learning.

Peers

This employee adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

This employee puts new training, understanding or skill to practical use on the job and furthers learning through trial and error.

This employee adheres to the team's expectations and guidelines. he fulfills team responsibilities and demonstrates a commitment to the team.

This employee draws upon multiple and diverse sources for ideas and inspiration. he targets areas for innovation and assists in developing solutions that address meaningful work issues.

Direct Reports

This employee puts new training, understanding or skill to practical use on the job and furthers learning through trial and error.

This employee treats people with the necessary dignity, respect, and fairness. he gives proper credit to others and

stands up for deserving others and their ideas.

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## Others

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This employee remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

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This employee collects information from relevant sources to understand the conflict. he establishes rationale for resolving conflict.

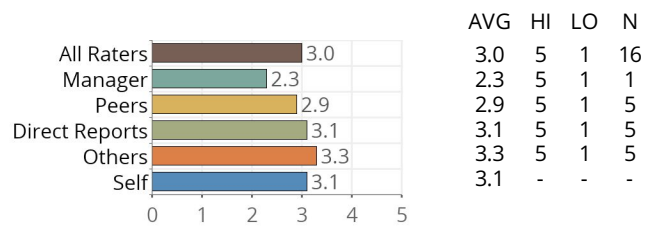
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This employee suggests resources and provides assistance or coaching as needed and expresses confidence in individuals tasked with task ownership.

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# Individual Competency Scores by BOLD Brain (continued)

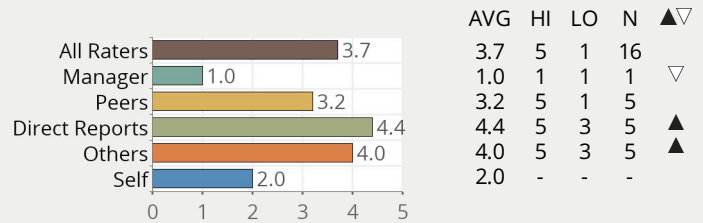
## LEADERSHIP BRAIN



AVG	HI	LO	N
3.0	5	1	16
2.3	5	1	1
2.9	5	1	5
3.1	5	1	5
3.3	5	1	5
3.1	-	-	-

18. **PLATINUM LEADERSHIP:** Seeks to understand others' unique differences, then adjusts communication, interaction and approach to ignite 'personal best' performance.

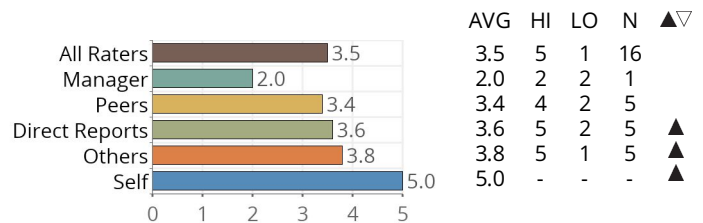
**HIDDEN STRENGTH**  
(1.69)



AVG	HI	LO	N	▲▼
3.7	5	1	16	▲▼
1.0	1	1	1	▼
3.2	5	1	5	
4.4	5	3	5	▲
4.0	5	3	5	▲
2.0	-	-	-	

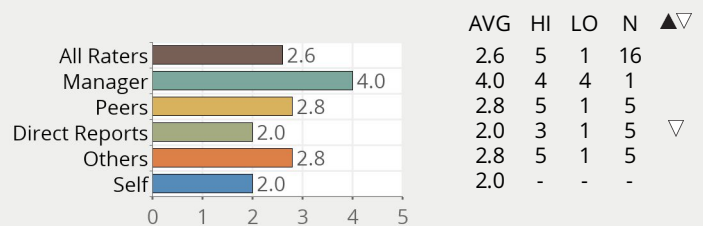
19. **TRANSPARENCY:** Communicates context, vision and purpose - often, and in varied formats - to inspire, inform and confirm understanding; connects others to the broader picture by explaining the "why" behind the "what."

**BLIND SPOT**  
(-1.50)



AVG	HI	LO	N	▲▼
3.5	5	1	16	▲▼
2.0	2	2	1	
3.4	4	2	5	
3.6	5	2	5	▲
3.8	5	1	5	▲
5.0	-	-	-	▲

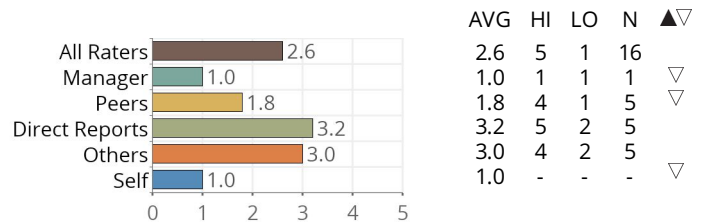
20. **RADICAL CANDOR:** Provides timely and candid feedback - both positive and constructive - in a caring way that inspires others to grow and develop.



AVG	HI	LO	N	▲▼
2.6	5	1	16	▲▼
4.0	4	4	1	
2.8	5	1	5	
2.0	3	1	5	▼
2.8	5	1	5	
2.0	-	-	-	

21. **DEVELOPMENT:** Empowers others to deliver on priorities and achieve career aspirations with clear goals, coaching, guidance and support.

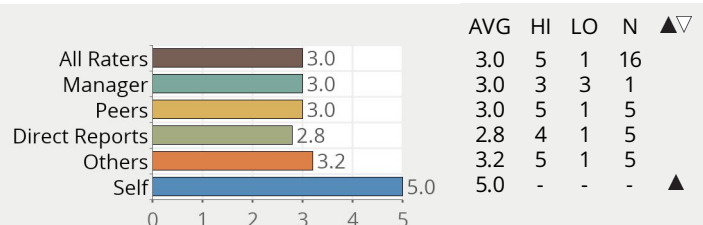
**HIDDEN STRENGTH**  
(1.56)



AVG	HI	LO	N	▲▼
2.6	5	1	16	▲▼
1.0	1	1	1	▼
1.8	4	1	5	▼
3.2	5	2	5	
3.0	4	2	5	
1.0	-	-	-	▼

22. **CONNECTION & CARE:** Creates genuine personal connections and trusting relationships at all levels; practices emotional intelligence and cares for the well-being of others.

**BLIND SPOT**  
(-2.00)



AVG	HI	LO	N	▲▼
3.0	5	1	16	▲▼
3.0	3	3	1	
3.0	5	1	5	
2.8	4	1	5	
3.2	5	1	5	
5.0	-	-	-	▲

# Individual Competency Scores by BOLD Brain (continued)

Competency	Description	Strength/Spot	Score	AVG	HI	LO	N	▲▼
23. <b>INCLUSION &amp; ALLYSHIP:</b> Embraces diversity as a source of competitive advantage; a vocal champion of individual and team inclusion who serves as a courageous ally to others.	All Raters		3.4	3.4	5	1	16	▲▼
	Manager		5.0	5.0	5	5	1	
	Peers		2.8	2.8	5	1	5	
	Direct Reports		3.6	3.6	5	1	5	▲
	Others		3.4	3.4	5	1	5	
	Self		4.0	4.0	-	-	-	
24. <b>APPRECIATION:</b> Recognizes and values a variety of contributions –performance, behaviors, milestones and ideas – with timely, specific and personalized gestures that create memorable moments. <b>HIDDEN STRENGTH (1.00)</b>	All Raters		3.0	3.0	5	1	16	▲▼
	Manager		1.0	1.0	1	1	1	▼
	Peers		3.6	3.6	5	2	5	▲
	Direct Reports		2.8	2.8	4	1	5	
	Others		3.0	3.0	4	2	5	
	Self		2.0	2.0	-	-	-	
25. <b>TALENT OPTIMIZATION:</b> Leverages the varied and diverse strengths within a team to optimize individual contributions and maximize business outcomes; proactively refreshes team structures, roles and competencies as business needs evolve. <b>BLIND SPOT (-1.44)</b>	All Raters		2.6	2.6	5	1	16	▲▼
	Manager		1.0	1.0	1	1	1	▼
	Peers		2.8	2.8	5	1	5	
	Direct Reports		2.0	2.0	5	1	5	
	Others		3.2	3.2	5	2	5	
	Self		4.0	4.0	-	-	-	

**Which of the Leadership Brain competencies would the participant benefit most from developing? Please indicate a specific competency from the list above and explain your choice.**

Self

This employee gives timely and appropriate feedback on performance. he answers appropriate questions to ensure understanding.

Manager

This employee remains open to ideas offered by others and supports and uses good ideas to solve problems or address issues.

Peers

This employee determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.

This employee establishes criteria and work procedures to achieve an acceptable level of quality, productivity and service.

Direct Reports

This employee puts new training, understanding or skill to practical use on the job and furthers learning through trial and error.

This employee uses appropriate words and actions to help others envision and move toward higher levels of performance.

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This employee asks questions to obtain relevant information. he convenes meetings to review progress and share information.

## Others

---

This employee includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

---

This employee facilitates open communication, effectively presents information and monitors progress against expectations and addresses performance gaps.

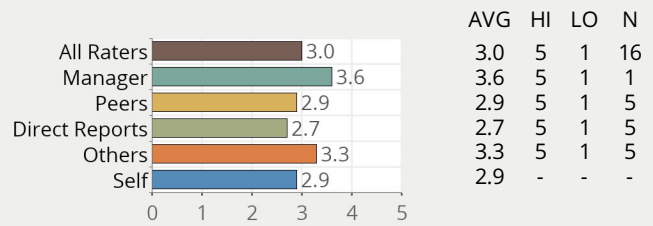
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This employee establishes good interpersonal relationships by helping people feel valued, appreciated and included in discussions.

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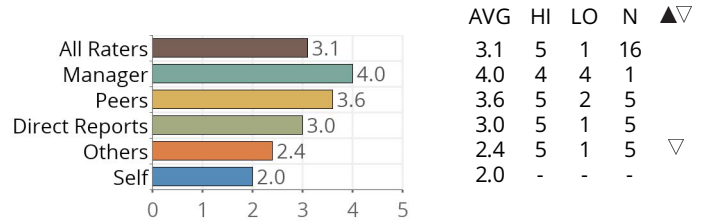
# Individual Competency Scores by BOLD Brain (continued)

## DOMAIN BRAIN



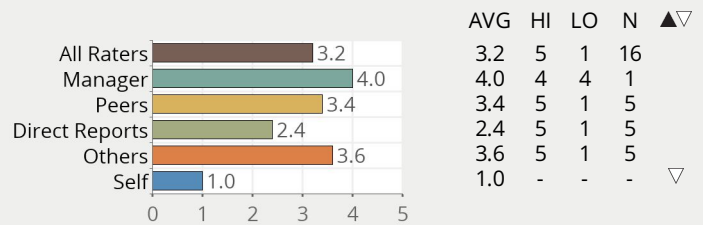
26. **DOMAIN EXPERTISE:** Builds a strong foundation of subject matter expertise and is sought out for domain guidance within his/her professional community.

**HIDDEN STRENGTH**  
(1.06)



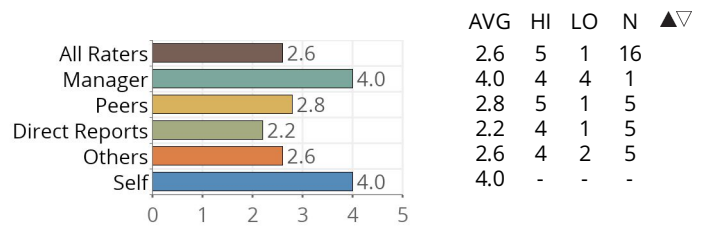
27. **KNOWLEDGE SHARING:** Provides domain guidance and coaching to others; encourages and facilitates open knowledge sharing.

**HIDDEN STRENGTH**  
(2.19)

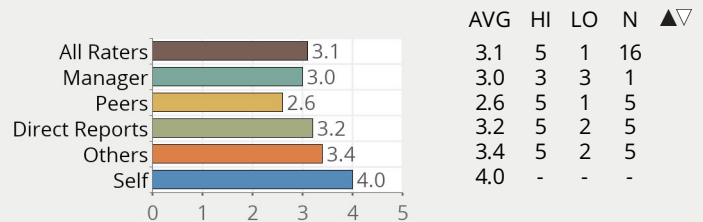


28. **DECISION MAKING:** Makes sound domain decisions based on depth of experience, data analysis, wisdom and judgement; considers external input and alternative approaches to find the best possible solution.

**BLIND SPOT**  
(-1.37)

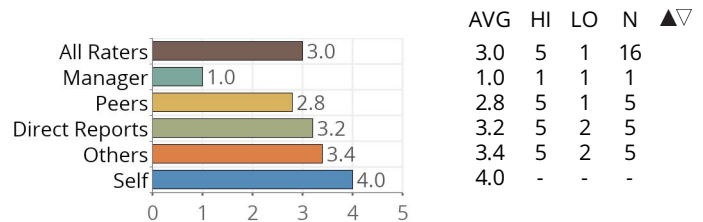


29. **CONTINUOUS LEARNING:** Constantly seeks to expand domain knowledge and willingly discards outdated mental models; demonstrates confident curiosity to learn from others and refuses to declare oneself an 'expert.'



30. **ADAPTABILITY:** Embraces change and adjusts to each 'new normal' with positive outlook, grace and grit; views challenge, discomfort and criticism as inspiration to grow and encourages others to do the same.

**BLIND SPOT**  
(-1.00)



# Individual Competency Scores by BOLD Brain (continued)

<b>31. EXPERIMENTATION:</b> Encourages and supports experimentation as a means to innovation and advancement; creates opportunity for and celebrates productive failure.	All Raters	2.7	2.7	5	1	16	▲▼
	Manager	5.0	5.0	5	5	1	
	Peers	2.4	2.4	5	1	5	
	Direct Reports	2.4	2.4	4	1	5	
	Others	2.8	2.8	5	2	5	
	Self	2.0	2.0	-	-	-	
<b>32. DIVERGENT THINKING:</b> Remains open to new possibilities and divergent thinking; welcomes dissent, debate and dialog to challenge what he/she presumes to know. <b>HIDDEN STRENGTH (2.56)</b>	All Raters	3.6	3.6	5	1	16	▲▼
	Manager	3.0	3.0	3	3	1	
	Peers	4.0	4.0	5	3	5	▲
	Direct Reports	2.8	2.8	5	1	5	
	Others	4.0	4.0	5	1	5	▲
	Self	1.0	1.0	-	-	-	▼
<b>33. TECHNICAL HUMILITY:</b> Decouples expertise from ego and accepts not having all the answers; openly seeks help, leans on experts and courageously admits mistakes. <b>BLIND SPOT (-2.19)</b>	All Raters	2.8	2.8	5	1	16	▲▼
	Manager	5.0	5.0	5	5	1	
	Peers	1.6	1.6	3	1	5	▼
	Direct Reports	2.4	2.4	4	1	5	
	Others	4.0	4.0	5	3	5	▲
	Self	5.0	5.0	-	-	-	▲

**Which of the Domain Brain competencies would the participant benefit most from developing? Please indicate a specific competency from the list above and explain your choice.**

Self

This employee involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

Manager

This employee does not appear nervous or overly anxious and responds openly and warmly when appropriate.

Peers

This employee decides whether the candidate should continue to the next step in the selection process by comparing the candidate's strengths and weaknesses to the selection criteria.

This employee gives work to the most appropriate person based on time, skills, experience, position, and growth opportunities.

This employee asks questions of customers to check for satisfaction. he commits to follow-through, if appropriate and thanks customer.

This employee asks questions of customers to check for satisfaction. he commits to follow-through, if appropriate and thanks customer.

Direct Reports

This employee rarely allows disappointment or rejection to interfere with his work responsibilities.

---

This employee involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

---

This employee demonstrates the physical and mental stamina necessary to meet the challenges of organizational demands.

---

This employee facilitates open communication, effectively presents information and monitors progress against expectations and addresses performance gaps.

---

#### Others

This employee involves the audience by soliciting questions and input. he clarifies content as needed to help achieve the goals of the session.

---

This employee performs actions as promised and does not share confidential information. he behaves consistently across most situations.

---

This employee helps to establish the purpose and importance of the meeting. he seeks, gives and summarizes information and checks for understanding by others.

---

This employee asks questions to obtain relevant information. he convenes meetings to review progress and share information.

---



# Blind Spots & Hidden Strengths

Items in this section indicate your Blind Spots and Hidden Strengths. Blind Spots are those BOLD competencies for which your self-ratings were at least 1 point higher than others' ratings. Hidden Strengths are those BOLD competencies for which your self-ratings were at least 1 point lower than others' ratings. While oftentimes difficult to digest, this analysis provides an opportunity to enhance your self-awareness and should be studied carefully.

<b>HIDDEN STRENGTH (1.13)</b>	<p><b>BUSINESS BRAIN</b></p> <p><b>ORGANIZATIONAL EMPATHY:</b> Deliberately collects experiences across varied business functions, product lines and business cycles to gain broad perspective and insight.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>All Raters</td> <td>3.1</td> </tr> <tr> <td>Self</td> <td>2.0</td> </tr> </tbody> </table>	Category	Rating	All Raters	3.1	Self	2.0	<table border="1"> <thead> <tr> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>16</td> </tr> <tr> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	HI	LO	N	5	1	16	-	-	-
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<b>BLIND SPOT (-1.25)</b>	<p><b>BUSINESS BRAIN</b></p> <p><b>HORIZONTAL LEADERSHIP:</b> Collaborates with cross-functional peers and refuses to tolerate siloed thinking or behavior; demonstrates boundaryless leadership by making decisions that optimize performance for the total business, not just one function or team.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>All Raters</td> <td>2.8</td> </tr> <tr> <td>Self</td> <td>4.0</td> </tr> </tbody> </table>	Category	Rating	All Raters	2.8	Self	4.0	<table border="1"> <thead> <tr> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>16</td> </tr> <tr> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	HI	LO	N	5	1	16	-	-	-
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<b>HIDDEN STRENGTH (1.19)</b>	<p><b>BUSINESS BRAIN</b></p> <p><b>INTERNAL ECOSYSTEM:</b> Understands how various business functions interact, impact each other and work together to deliver for the customer, and infuses that knowledge into decisions and strategies that drive performance.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>All Raters</td> <td>3.2</td> </tr> <tr> <td>Self</td> <td>2.0</td> </tr> </tbody> </table>	Category	Rating	All Raters	3.2	Self	2.0	<table border="1"> <thead> <tr> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>16</td> </tr> <tr> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	HI	LO	N	5	1	16	-	-	-
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<b>HIDDEN STRENGTH (1.25)</b>	<p><b>BUSINESS BRAIN</b></p> <p><b>EXTERNAL ECOSYSTEM:</b> Understands how customers, competitors, markets, industry trends, disruptive technologies and other external factors impact success, and infuses that knowledge into decisions and strategies that drive performance.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>All Raters</td> <td>3.3</td> </tr> <tr> <td>Self</td> <td>2.0</td> </tr> </tbody> </table>	Category	Rating	All Raters	3.3	Self	2.0	<table border="1"> <thead> <tr> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>16</td> </tr> <tr> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	HI	LO	N	5	1	16	-	-	-
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<b>HIDDEN STRENGTH (1.69)</b>	<p><b>BUSINESS BRAIN</b></p> <p><b>COST FOCUS:</b> Advocates and models a 'run it like you own it' focus on cost and cash; ensures each team member understands his/her ability to impact the bottom line.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>All Raters</td> <td>2.7</td> </tr> <tr> <td>Self</td> <td>1.0</td> </tr> </tbody> </table>	Category	Rating	All Raters	2.7	Self	1.0	<table border="1"> <thead> <tr> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>1</td> <td>16</td> </tr> <tr> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	HI	LO	N	5	1	16	-	-	-
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HI	LO	N																
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-	-	-																

# Blind Spots & Hidden Strengths (continued)

<b>BLIND SPOT (-1.37)</b>	<p><b>BUSINESS BRAIN</b></p> <p><b>BUSINESS ACUMEN:</b> Correlates business strategy and financials, then draws informed conclusions on fiscal matters that add economic value to the company.</p>	<p>All Raters: 2.6 Self: 4.0</p>	<p>HI LO N</p> <p>5 1 16</p>
<b>BLIND SPOT (-2.00)</b>	<p><b>OPERATING BRAIN</b></p> <p><b>OPERATING RIGOR:</b> Develops operating rhythms, processes and metrics to measure and drive performance; keeps a pulse on operations without being in all the details, all the time.</p>	<p>All Raters: 3.0 Self: 5.0</p>	<p>HI LO N</p> <p>5 1 16</p>
<b>BLIND SPOT (-1.06)</b>	<p><b>OPERATING BRAIN</b></p> <p><b>RESPONSIBILITY:</b> Delivers on personal commitments and holds others accountable to deliver; advocates and demonstrates a strong say:do ratio.</p>	<p>All Raters: 2.9 Self: 4.0</p>	<p>HI LO N</p> <p>5 1 16</p>
<b>BLIND SPOT (-1.31)</b>	<p><b>OPERATING BRAIN</b></p> <p><b>EXECUTION FOCUS:</b> Identifies the 'vital few' priorities then sets clear, measurable targets - for self and others - that drive steady progress toward long-term goals.</p>	<p>All Raters: 2.7 Self: 4.0</p>	<p>HI LO N</p> <p>4 1 16</p>
<b>HIDDEN STRENGTH (1.31)</b>	<p><b>OPERATING BRAIN</b></p> <p><b>ROOT CAUSE CORRECTION:</b> Implements feedback loops that allow issues to surface - without fear of reprise - then takes swift action to develop and execute root-cause corrections.</p>	<p>All Raters: 3.3 Self: 2.0</p>	<p>HI LO N</p> <p>5 1 16</p>
<b>HIDDEN STRENGTH (1.38)</b>	<p><b>OPERATING BRAIN</b></p> <p><b>RESOURCE MANAGEMENT:</b> Allocates and reallocates resources quickly and efficiently; redeploys workload, people and capital to maximize talent and business impact as needs change.</p>	<p>All Raters: 2.4 Self: 1.0</p>	<p>HI LO N</p> <p>5 1 16</p>

# Blind Spots & Hidden Strengths (continued)

<b>BLIND SPOT (-2.19)</b>	<b>OPERATING BRAIN</b>	<b>TIME MANAGEMENT:</b> Manages one's calendar with intent, focuses deliberately on what matters and reserves time to build and exercise all four BOLD Brains.	<p>All Raters: 2.8 Self: 5.0</p>	HI LO N	5 1 16	- - -
<b>HIDDEN STRENGTH (1.69)</b>	<b>LEADERSHIP BRAIN</b>	<b>PLATINUM LEADERSHIP:</b> Seeks to understand others' unique differences, then adjusts communication, interaction and approach to ignite 'personal best' performance.	<p>All Raters: 3.7 Self: 2.0</p>	HI LO N	5 1 16	- - -
<b>BLIND SPOT (-1.50)</b>	<b>LEADERSHIP BRAIN</b>	<b>TRANSPARENCY:</b> Communicates context, vision and purpose - often, and in varied formats - to inspire, inform and confirm understanding; connects others to the broader picture by explaining the "why" behind the "what."	<p>All Raters: 3.5 Self: 5.0</p>	HI LO N	5 1 16	- - -
<b>HIDDEN STRENGTH (1.56)</b>	<b>LEADERSHIP BRAIN</b>	<b>DEVELOPMENT:</b> Empowers others to deliver on priorities and achieve career aspirations with clear goals, coaching, guidance and support.	<p>All Raters: 2.6 Self: 1.0</p>	HI LO N	5 1 16	- - -
<b>BLIND SPOT (-2.00)</b>	<b>LEADERSHIP BRAIN</b>	<b>CONNECTION &amp; CARE:</b> Creates genuine personal connections and trusting relationships at all levels; practices emotional intelligence and cares for the well-being of others.	<p>All Raters: 3.0 Self: 5.0</p>	HI LO N	5 1 16	- - -
<b>HIDDEN STRENGTH (1.00)</b>	<b>LEADERSHIP BRAIN</b>	<b>APPRECIATION:</b> Recognizes and values a variety of contributions - performance, behaviors, milestones and ideas - with timely, specific and personalized gestures that create memorable moments.	<p>All Raters: 3.0 Self: 2.0</p>	HI LO N	5 1 16	- - -

# Blind Spots & Hidden Strengths (continued)

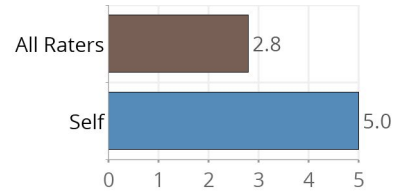
			HI	LO	N	
<b>LEADERSHIP BRAIN</b>	<b>BLIND SPOT (-1.44)</b>	<b>TALENT OPTIMIZATION:</b> Leverages the varied and diverse strengths within a team to optimize individual contributions and maximize business outcomes; proactively refreshes team structures, roles and competencies as business needs evolve.	All Raters	5	1	16
			Self	-	-	-
	<b>HIDDEN STRENGTH (1.06)</b>	<b>DOMAIN BRAIN</b> <b>DOMAIN EXPERTISE:</b> Builds a strong foundation of subject matter expertise and is sought out for domain guidance within his/her professional community.	All Raters	5	1	16
			Self	-	-	-
	<b>HIDDEN STRENGTH (2.19)</b>	<b>DOMAIN BRAIN</b> <b>KNOWLEDGE SHARING:</b> Provides domain guidance and coaching to others; encourages and facilitates open knowledge sharing.	All Raters	5	1	16
			Self	-	-	-
<b>BLIND SPOT (-1.37)</b>	<b>DOMAIN BRAIN</b>	<b>DECISION MAKING:</b> Makes sound domain decisions based on depth of experience, data analysis, wisdom and judgement; considers external input and alternative approaches to find the best possible solution.	All Raters	5	1	16
			Self	-	-	-
<b>BLIND SPOT (-1.00)</b>	<b>DOMAIN BRAIN</b>	<b>ADAPTABILITY:</b> Embraces change and adjusts to each 'new normal' with positive outlook, grace and grit; views challenge, discomfort and criticism as inspiration to grow and encourages others to do the same.	All Raters	5	1	16
			Self	-	-	-
<b>HIDDEN STRENGTH (2.56)</b>	<b>DOMAIN BRAIN</b>	<b>DIVERGENT THINKING:</b> Remains open to new possibilities and divergent thinking; welcomes dissent, debate and dialog to challenge what he/she presumes to know.	All Raters	5	1	16
			Self	-	-	-

# Blind Spots & Hidden Strengths (continued)

**BLIND SPOT (-2.19)**

## DOMAIN BRAIN

**TECHNICAL HUMILITY:** Decouples expertise from ego and accepts not having all the answers; openly seeks help, leans on experts and courageously admits mistakes.



HI LO N

5 1 16

- - -

# Highest Rated Items

This report shows your 10 highest average competency scores, across all Four BOLD Brains, as rated by all non-self rater groups.

	Self	All Raters	Manager	Peers	Direct Reports	Others
1. <b>LEADERSHIP BRAIN</b>	2.0	<b>3.7</b>	1.0	3.2	4.4	4.0
<b>PLATINUM LEADERSHIP:</b> Seeks to understand others' unique differences, then adjusts communication, interaction and approach to ignite 'personal best' performance.						
2. <b>DOMAIN BRAIN</b>	1.0	<b>3.6</b>	3.0	4.0	2.8	4.0
<b>DIVERGENT THINKING:</b> Remains open to new possibilities and divergent thinking; welcomes dissent, debate and dialog to challenge what he/she presumes to know.						
3. <b>LEADERSHIP BRAIN</b>	5.0	<b>3.5</b>	2.0	3.4	3.6	3.8
<b>TRANSPARENCY:</b> Communicates context, vision and purpose - often, and in varied formats - to inspire, inform and confirm understanding; connects others to the broader picture by explaining the "why" behind the "what."						
4. <b>LEADERSHIP BRAIN</b>	4.0	<b>3.4</b>	5.0	2.8	3.6	3.4
<b>INCLUSION &amp; ALLYSHIP:</b> Embraces diversity as a source of competitive advantage; a vocal champion of individual and team inclusion who serves as a courageous ally to others.						
5. <b>OPERATING BRAIN</b>	2.0	<b>3.3</b>	2.0	4.0	3.2	3.0
<b>ROOT CAUSE CORRECTION:</b> Implements feedback loops that allow issues to surface - without fear of reprise - then takes swift action to develop and execute root-cause corrections.						
6. <b>BUSINESS BRAIN</b>	2.0	<b>3.3</b>	4.0	2.2	4.2	3.2
<b>EXTERNAL ECOSYSTEM:</b> Understands how customers, competitors, markets, industry trends, disruptive technologies and other external factors impact success, and infuses that knowledge into decisions and strategies that drive performance.						
7. <b>BUSINESS BRAIN</b>	2.0	<b>3.2</b>	5.0	2.8	3.4	3.0
<b>INTERNAL ECOSYSTEM:</b> Understands how various business functions interact, impact each other and work together to deliver for the customer, and infuses that knowledge into decisions and strategies that drive performance.						

8. **BUSINESS BRAIN** 3.0 **3.2** 2.0 2.6 3.6 3.6

**THOUGHT LEADERSHIP:** Synthesizes financial literacy with broad internal and external ecosystem knowledge to generate unique and innovative strategies that beat the competition; is recognized as a 'thought leader' among peers.

9. **DOMAIN BRAIN** 1.0 **3.2** 4.0 3.4 2.4 3.6

**KNOWLEDGE SHARING:** Provides domain guidance and coaching to others; encourages and facilitates open knowledge sharing.

10. **BUSINESS BRAIN** 2.0 **3.1** 5.0 2.2 3.0 3.8

**ORGANIZATIONAL EMPATHY:** Deliberately collects experiences across varied business functions, product lines and business cycles to gain broad perspective and insight.

# Lowest Rated Items

This report shows your 10 lowest average competency scores, across all Four BOLD Brains, as rated by all non-self rater groups.

	Self	All Raters	Manager	Peers	Direct Reports	Others
1. <b>OPERATING BRAIN</b>	1.0	<b>2.4</b>	5.0	2.2	1.8	2.6
<b>RESOURCE MANAGEMENT:</b> Allocates and reallocates resources quickly and efficiently; redeploys workload, people and capital to maximize talent and business impact as needs change.						
2. <b>LEADERSHIP BRAIN</b>	1.0	<b>2.6</b>	1.0	1.8	3.2	3.0
<b>DEVELOPMENT:</b> Empowers others to deliver on priorities and achieve career aspirations with clear goals, coaching, guidance and support.						
3. <b>LEADERSHIP BRAIN</b>	4.0	<b>2.6</b>	1.0	2.8	2.0	3.2
<b>TALENT OPTIMIZATION:</b> Leverages the varied and diverse strengths within a team to optimize individual contributions and maximize business outcomes; proactively refreshes team structures, roles and competencies as business needs evolve.						
4. <b>BUSINESS BRAIN</b>	4.0	<b>2.6</b>	3.0	2.2	3.4	2.2
<b>BUSINESS ACUMEN:</b> Correlates business strategy and financials, then draws informed conclusions on fiscal matters that add economic value to the company.						
5. <b>LEADERSHIP BRAIN</b>	2.0	<b>2.6</b>	4.0	2.8	2.0	2.8
<b>RADICAL CANDOR:</b> Provides timely and candid feedback - both positive and constructive - in a caring way that inspires others to grow and develop.						
6. <b>DOMAIN BRAIN</b>	4.0	<b>2.6</b>	4.0	2.8	2.2	2.6
<b>DECISION MAKING:</b> Makes sound domain decisions based on depth of experience, data analysis, wisdom and judgement; considers external input and alternative approaches to find the best possible solution.						
7. <b>BUSINESS BRAIN</b>	1.0	<b>2.7</b>	3.0	2.8	1.6	3.6
<b>COST FOCUS:</b> Advocates and models a 'run it like you own it' focus on cost and cash; ensures each team member understands his/her ability to impact the bottom line.						
8. <b>OPERATING BRAIN</b>	4.0	<b>2.7</b>	2.0	2.4	3.2	2.6
<b>EXECUTION FOCUS:</b> Identifies the 'vital few' priorities then sets clear, measurable targets - for self and others - that drive steady progress toward long-term goals.						



9. <b>OPERATING BRAIN</b>	2.0	<b>2.7</b>	2.0	3.6	2.6	2.0
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**SIMPLIFICATION:** Constantly seeks ways to improve efficiency, productivity and quality; champions simplicity and resists bureaucracy with a rebellious spirit.

10. <b>DOMAIN BRAIN</b>	2.0	<b>2.7</b>	5.0	2.4	2.4	2.8
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**EXPERIMENTATION:** Encourages and supports experimentation as a means to innovation and advancement; creates opportunity for and celebrates productive failure.

# Summary Comments

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All respondents were given an opportunity to provide open-ended commentary and/or advice at the end of your BOLD 360 assessment. The comments below are segmented by rater group and presented verbatim.

## **Summary Comments: Please provide any additional comments, observations or advice with regard to the participant's proficiency in any of the BOLD Brain competencies.**

### Self

---

This employee facilitates open communication, effectively presents information and monitors progress against expectations and addresses performance gaps.

### Peers

---

This employee asks questions and reviews ideas, decisions and/or approaches with appropriate local experts to ensure cultural suitability.

This employee decides whether the candidate should continue to the next step in the selection process by comparing the candidate's strengths and weaknesses to the selection criteria.

This employee assists in communicating the importance of the vision and values of the organization and helps to make decisions affecting the adoption of the vision and values.

### Direct Reports

---

This employee uses appropriate techniques to move others to action or to gain agreement. he presents products, services or ideas in a manner that clearly shows how they would meet needs and provide benefits.

This employee provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.

This employee has relationships with and learns more about people of other cultures and backgrounds. he helps to increase diversity in the workplace.

This employee uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

### Others

---

This employee provides instruction, resources, and guidance as appropriate to support success without undermining the individual's full ownership of issues.

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# Observations & Focus Areas

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## Use this space to record observations and reflections on your BOLD Career Compass 360 feedback.

Compare your 360 ratings to the expected proficiency level for your current and target career level to identify potential focus areas and consider the following questions:

- What is the expected level of proficiency in each BOLD Brain for your CURRENT role? What level of proficiency do you have now? Is there a gap (positive or negative)?
- What is the expected level of proficiency in each BOLD Brain for your TARGET role? What level of proficiency do you have now? Is there a gap (positive or negative)?
- How might a proficiency level gap impact performance in your current or target role?
- **Draft a personal development plan to address identified gaps**, considering both long-term actions (jobs/roles you can take) as well as short-term experiences you can gather in any job/role. Be specific and include target completion dates.
- **To request a BOLD Career Compass development plan template, contact:** BOLD@UpstreamHR.com.

## Reflections & Observations

## Focus Areas

## Short-term development plans

## Long-term development options (roles)