

360° ENTREPRENEUR TALENT REPORT

Generated for: [REDACTED]

/tart Date: [REDACTED]

Creation of report: [REDACTED]



Next to your scores, this report contains the scores of
3 Direct Reports

INTRODUCTION

This 360° evaluation instrument is based on the critical learnings that often lead to success in management and executive roles. On the basis of extensive research 18 competencies were identified that are critical for success in a Executive function.

This report features a detailed overview of the information given by yourself and your entourage by filling in the 360° questionnaire, and it also includes the abovementioned aspects. We advise you to take enough time to analyse the results.

STRUCTURE OF THE REPORT

* Section 1 : GENERAL OVERVIEW : In this section you will find 2 graphs that reflect the way you and your entourage evaluate the 18 competencies.

- The first graph shows your scores for each competence. The first column features the results of the questionnaire that you filled in yourself (S) while the second column shows the combined scores given by your Observers (O) This score was calculated on the basis of the scales that were used to evaluate the different questions (1=not at all, 2=to a limited extent, 3=to a certain extent, 4=to a large extent and 5=to a very large extent)

.- The second graph shows the same information, but this time scores are presented in relation to the hierarchy in your 360° process : Direct Report .For μ is used.

* Section 2 : DETAILED OVERVIEW : here you will find an overview of the scores per questions, separated for the Self, Direct Report.

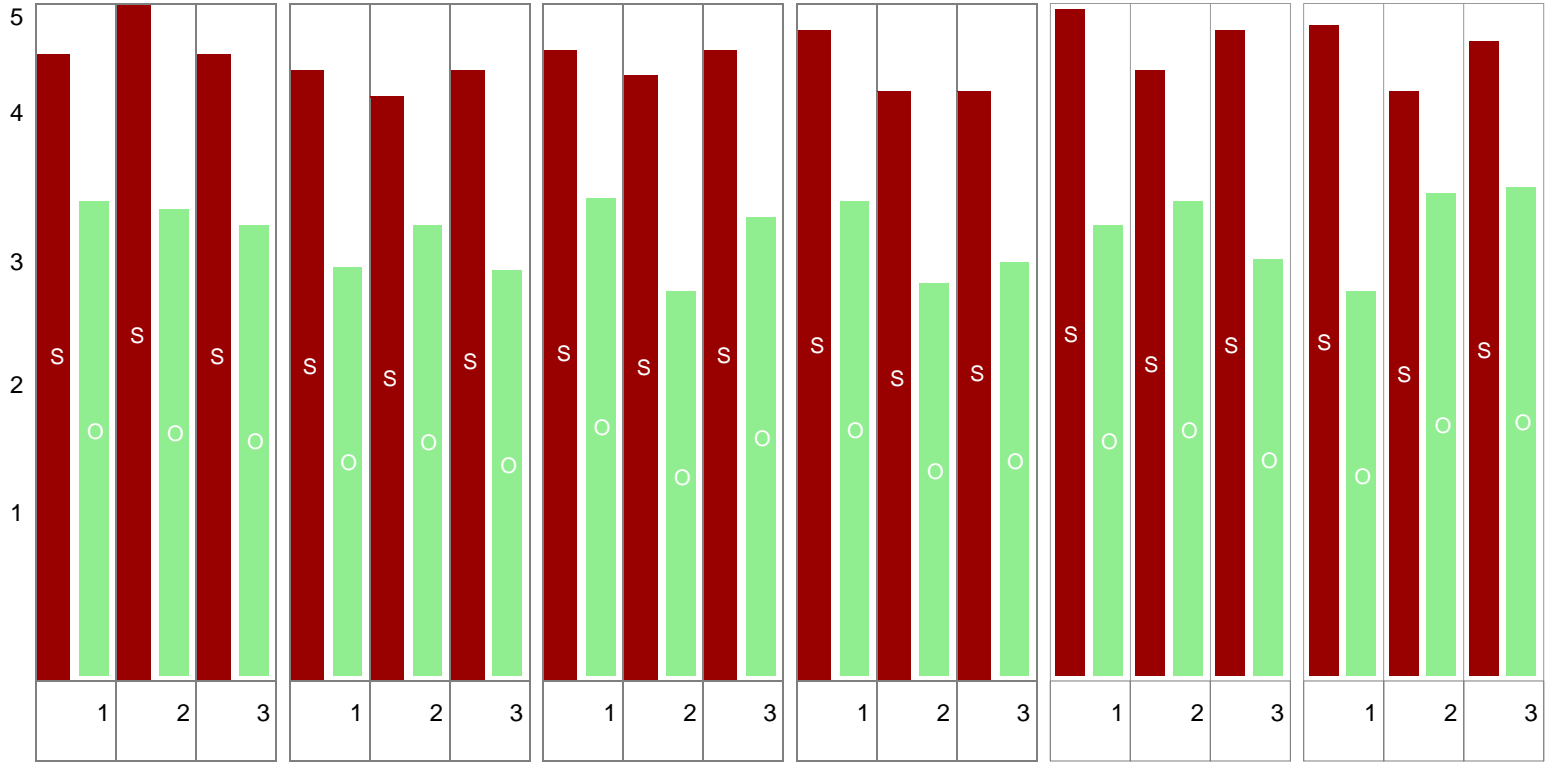
Guide For Interpretation: if you are wondering what your highest, average and lowest scores are, please look to the top, middle and bottom of the table.

It may also be useful to verify whether there are large differences between the Self and Observer scores. Pay particular attention to areas in which you rated yourself high and your observers rated you low.

* Section 3 : OPEN QUESTIONS : here both the Self and all Observers can ask for or give additional information about the Self. The most common questions are "Name three strengths and three development points of this person".

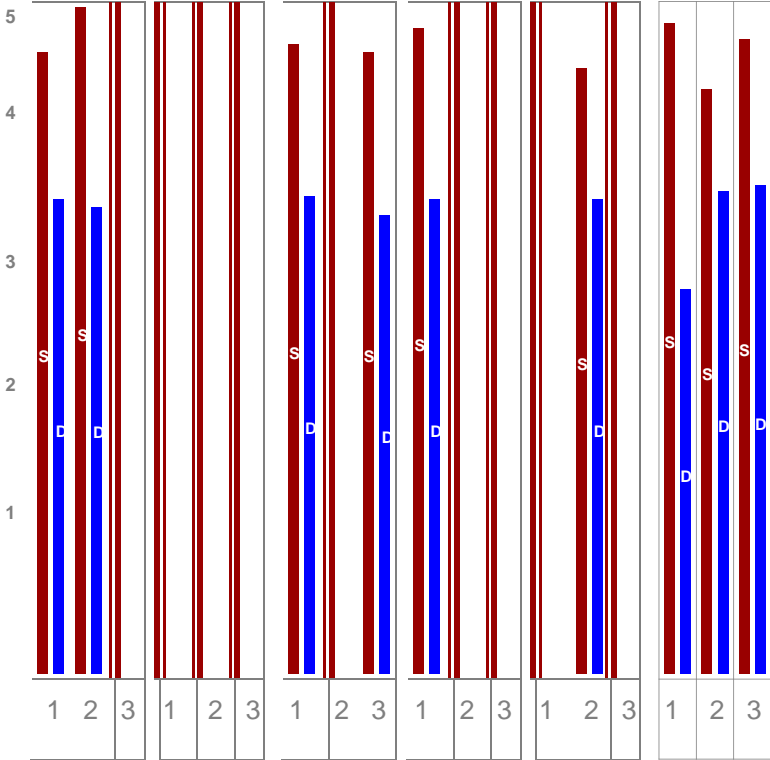
360° ENTREPRENEUR TALENT REPORT

Raw scores comparison Self (S) and All Observers (O)



360° ENTREPRENEUR TALENT REPORT

Raw scores comparison Self (S) and Direct Reports (D)



360° ENTREPRENEUR TALENT REPORT

Overview of the competences in this report

- I Customer Focus**
 - 1 Customer as purpose
 - 2 Knowing the customers
 - 3 Striving for Customer Delight
- II Creating**
 - 1 Shaping the day after tomorrow
 - 2 Effectuation driven
 - 3 Adaptability
- III Leading**
 - 1 Inspiring Leadership
 - 2 Self-Awareness - Open-Mindedness
 - 3 Courage and Integrity
- IV Steering**
 - 1 Direction Setting
 - 2 Maximizing Impact
 - 3 Networking
- V Building**
 - 1 Drive to Improve & succeed
 - 2 Shaping the Organization
 - 3 Setting the stage for a Learning organization
- VI Financial Discipline**
 - 1 Managing Entrepreneurial Risks
 - 2 Financial Willpower
 - 3 Financial agility

CHAPTER I : CUSTOMER FOCUS

1. Customer as purpose

Acknowledging that a business exists by the grace of the customer. Considering choices and making decisions that enhance value creation for the customer.

	Your score	1	2	3	4	5
1. Self	4.66	S				
2. Direct Reports	3.55	D				
3. All Observers	3.55	O				

	Questions	S	D
1	put the customer at the center of discussions about innovation and process improvement.	5.00	3.33
2	focus on what contributes to customer value.	5.00	3.33
3	make tough decisions that benefit the customer, even if they are unpopular or controversial.	4.00	3.66
4	involve the customer in projects around innovation and process improvement.	4.00	3.66
5	act as an advocate for the customer during discussions about decisions.	5.00	3.66
6	clearly state why I give what priority to the customer in decisions that require a choice between the customer or the company.	5.00	3.66

Detailed View

- = 24 highest rated items (plus ties) for each rater group
- = 24 lowest rated items (plus ties) for each rater group
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CHAPTER I : CUSTOMER FOCUS

2. Knowing the customers

Identifying who the potential customers are that the enterprise project focuses on. Zooming in on the situation, questions and problems from the customer's point of view.

	Your score	1	2	3	4	5
1. Self	5.00	S				
2. Direct Reports	3.50	D				
3. All Observers	3.50	O				

	Questions	S	D
7	explain convincingly the strategic direction for the organization to remain relevant in the market.	5.00	3.33
8	paint a vivid picture of who the customer is during discussions.	5.00	3.33
9	analyze problems and solutions from the customer's perspective.	5.00	3.33
10	initiate discussions with various interlocutors about market trends and customer expectations.	5.00	[4.00]
11	determine together with the co-workers what value creation the customer expects.	5.00	3.33
12	determine with the team how best to obtain customer feedback.	5.00	3.33
13	determine together with the teams what value creation the customer expects.	5.00	3.66
14	identify customer expectations based on comparative analysis of competitors' strengths and weaknesses.	5.00	3.66

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CHAPTER I : CUSTOMER FOCUS

3. Striving for Customer Delight

Maintaining a consistent focus on the customer. Striving to exceed the customer's expectations, needs and hopes every time.

	Your score	1	2	3	4	5
1. Self	4.66	S				
2. Direct Reports	3.38	D				
3. All Observers	3.38	O				

	Questions	S	D
15	determine with the team for which customer groups to strive for Customer Delight.	5.00	3.33*
16	evaluate with the co-workers what the critical factors are for building Customer Delight.	5.00	3.00
17	motivate all co-workers to exceed customer expectations.	4.00	3.66
18	encourages the team to come up with suggestions to increase Customer delight.	5.00	3.33
19	discuss with team members what lessons can be learned from customer feedback.	5.00	3.66*
20	use customer feedback to set up quality improvement actions.	5.00	[4.00]*
21	regularly evaluate with teams what the critical factors are for building Customer delight.	5.00	3.00
22	initiate Customer Delight projects with co-workers throughout the organization.	3.00	3.00
23	encourage initiatives to improve processes based on customer satisfaction feedback.	5.00	3.33
24	initiate customer delight projects with external partners.	4.00	(2.00)
25	encourage teams to make proposals to increase Customer Delight.	5.00	[4.00]
26	insist that everyone communicate honestly with customers when things go wrong.	5.00	[4.33]

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CHAPTER II : CREATING

4. Shaping the day after tomorrow

Starting with available resources, determining affordable loss, establishing partnerships, exploiting the unexpected, looking from the future to the present.

	Your score	1	2	3	4	5
1. Self	4.50	S				
2. Direct Reports	3.05	D				
3. All Observers	3.05	O				

	Questions	S	D
27	communicate a clear strategic vision with the expected outcome.	4.00	[4.00]
28	launch innovative scenarios to tap new markets or better develop existing ones.	3.00	3.33
29	get to innovative solutions by revealing patterns that make the connection between things that are seemingly unrelated.	5.00	3.33
30	translate product knowledge into solutions tailored to customer wants, needs and culture.	5.00	3.33
31	challenge everyone to translate problems or obstacles into opportunities for new market or product development.	5.00	(2.66)
32	offer existing and potential customers products and services with which they were previously unfamiliar.	5.00	(1.66)

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CHAPTER II : CREATING

5. Effectuation driven

Searching for hidden opportunities. Initiate discussions that lead to new insights about innovation in terms of strategy, market, product range and business model.

	Your score	1	2	3	4	5
1. Self	4.33	S				
2. Direct Reports	3.37	D				
3. All Observers	3.37	O				

	Questions	S	D
33	translate my dream for my business into concrete achievable goals.	5.00	3.33*
34	seize the opportunities I see.	4.00	[4.33]
35	assume available resources when I launch something new or tap into a new market.	5.00	3.00
36	determine the affordable loss when I enter a new market or develop a new product or service.	5.00	3.00
37	actively seek partners to establish partnerships.	5.00	[4.00]
38	involve the customer in the development of new services or products.	2.00	3.66
39	determine the affordable loss when the company enters a new market or develops a new product or service.	4.00	3.00
40	stimulates teams to turn customer grievances and annoyances into ideas for improvement.	5.00	3.66*
41	encourage teams to involve customers in developing new services or products.	4.00	(2.33)

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CHAPTER II : CREATING

6. Adaptability

Seizing the opportunities hidden behind unexpected challenges, problems and questions. Staying Zen to face unforeseen circumstances.

	Your score	1	2	3	4	5
1. Self	4.57	S				
2. Direct Reports	3.04	D				
3. All Observers	3.04	O				

	Questions	S	D
42	remain calm in the face of unexpected problems.	5.00	(2.33)
43	exploit problems as a source of new opportunities.	5.00	3.33*
44	encourage co-workers to look for the opportunities that unexpected questions or problems present.	5.00	3.33
45	promptly rearrange my priorities if this allows me to respond to an unexpected opportunity.	4.00	3.66
46	focus on adaptability rather than competence and price when selecting new partners and suppliers.	3.00	(2.66)
47	discuss with co-workers and other stakeholders how to keep the company agile as it grows.	5.00	(2.33)
48	encourage teams to look for the opportunities that unexpected questions or problems present.	5.00	3.66

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CHAPTER III : LEADING

7. Inspiring Leadership

Inspiring the realization of the Entrepreneurial Vision, to achieve the best possible results for the Company and to exceed customer expectations.

	Your score	1	2	3	4	5
1. Self	4.72	S				
2. Direct Reports	3.57	D				
3. All Observers	3.57	O				

	Questions	S	D
49	show confidence in my co-workers.	4.00	3.00
50	give constructive feedback - regardless of whether the feedback is positive or negative.	4.00	3.33
51	encourage co-workers to make decisions autonomously.	5.00	3.66
52	discuss with individual team members how to improve both their strengths and weaknesses.	5.00	[4.00]
53	integrate new hires with tailor-made guidance.	5.00	[4.00]
54	treat co-workers who leave with the same respect as when joined.	4.00	3.33*
55	encourage co-workers in their development by entrusting them with new challenging assignments.	5.00	3.66
56	encourage the teams to make decisions independently.	5.00	3.33
57	encourage the teams to solve problems in a collegial way.	5.00	3.66
58	make it a point for team leaders to develop a personal development plan with each co-worker.	5.00	3.33
59	expect each team to integrate new co-workers with tailor-made guidance	5.00	[4.00]

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CHAPTER III : LEADING

8. Self-Awareness - Open-Mindedness

Facing challenges with confidence in accordance with one's beliefs and values, Dealing with a changing environment with commitment and strength.

	Your score	1	2	3	4	5
1. Self	4.50	S				
2. Direct Reports	2.88	D				
3. All Observers	2.88	O				

	Questions	S	D
60	demonstrate understanding of own strengths and key areas for development.	5.00	3.33
61	pay attention to the impact of my behavior in dealing with others.	5.00	3.00
62	keep my emotions under control, even in tense situations or when under pressure.	4.00	(2.66)
63	react with resilience when faced with recurring stressful situations.	4.00	(2.66)
64	accept criticism without reacting hostilely or defensively.	4.00	(2.00)
65	show an open mind during discussions to learn from different points of view.	5.00	3.66*

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CHAPTER III : LEADING

9. Courage and Integrity

Listening with an open mind. Being open to feedback, help and advice. Being aware of one's own strengths and weaknesses. Responding to tricky situations with calmness and resilience.

	Your score	1	2	3	4	5
1. Self	4.66	S				
2. Direct Reports	3.44	D				
3. All Observers	3.44	O				

	Questions	S	D
66	treat every staff member equally regardless of color, background, age, culture and personal experience.	5.00	3.33*
67	show perseverance in the face of problems or setbacks.	5.00	[4.33]
68	encourage every co-worker to speak up openly, even in difficult or stressful situations.	5.00	[4.33]
69	resolve conflicts by focusing on problems rather than people.	3.00	(2.66)
70	confront co-workers with behavior that is not in line with my own beliefs or values.	4.00	(2.66)
71	take full responsibility in the event of problems.	5.00	3.33
72	create a culture where people treat each other equally regardless of color, background, culture and other differences.	5.00	3.33
73	inspire a culture in which every co-worker dares to speak out openly, also in difficult or stressful situations.	5.00	3.66
74	make difficult decisions that benefit the organization, even if they are unpopular or controversial.	5.00	3.33

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CHAPTER IV : STEERING

10. Direction Setting

Setting a clear strategy and building in close cooperation with the own staff and all stakeholders at a sound direction for the Enterprise.

	Your score	1	2	3	4	5
1. Self	4.83	S				
2. Direct Reports	3.55	D				
3. All Observers	3.55	O				

	Questions	S	D
75	communicate a compelling vision of what I want to achieve.	5.00	3.00
76	position my vision and strategy as a set of hypotheses that all co-workers can challenge.	5.00	(2.66)
77	formulate high performance expectations.	5.00	3.33
78	hold staff member fully accountable for delivering agreed-upon results.	5.00	[4.00]
79	set clear priorities.	4.00	3.66
80	empower co-workers to decide how to achieve the set goals.	5.00	3.66
81	drives discussions toward decisions.	5.00	[4.00]
82	place responsibility with teams to decide how to achieve the intended results.	4.00	[4.00]
83	argue strongly for consistency of purpose of the entrepreneurial project, the core question of why the organization exists.	5.00	3.33
84	persuasively motivate the organization's strategic choices.	5.00	3.33
85	mold individual co-workers from different disciplines into a strong team by setting a common goal.	5.00	3.66
86	make teams fully accountable for how they deliver measurable business results.	5.00	[4.00]

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CHAPTER IV : STEERING

11. Maximizing Impact

Influencing people and situations to gain maximum benefit for the organization. Purposefully adapting the style and content of communications.

	Your score	1	2	3	4	5
1. Self	4.33	S				
2. Direct Reports	2.94	D				
3. All Observers	2.94	O				

	Questions	S	D
87	demonstrate a talent for engaging the right people at the right time.	3.00	3.00
88	use tact and diplomacy to turn resistance to change initiatives into openness and listening.	4.00	(2.00)
89	strike a good balance between direct communication and communication infused with tact and diplomacy.	4.00	(2.33)
90	convincingly present the key benefits of doing business with my company.	5.00	3.66
91	persuade people with verve.	5.00	3.66
92	tune my communication to my audience, their wants and needs.	5.00	(2.66)

Detailed View

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CHAPTER IV : STEERING

12. Networking

Systematically expanding of the social network, cultivating good relationships with all stakeholders, purposefully addressing and sharing the network.

	Your score	1	2	3	4	5
1. Self	4.42	S				
2. Direct Reports	3.09	D				
3. All Observers	3.09	O				

	Questions	S	D
93	invest time and effort in building lasting relationships outside the organization.	4.00	(2.00)
94	position myself as a trusted advisor to my clients.	5.00	3.00
95	address the people in my network to achieve the company's goals.	5.00	3.33
96	establish partnerships for innovation between external parties and the own organization.	4.00	3.00
97	build support among trusted partners and suppliers by involving them in the plans and decision-making process.	4.00	3.66
98	address my own network to help key stakeholders.	4.00	3.33
99	coach my staff members to communicate effectively with customers, partners and suppliers.	5.00	3.33

Detailed View

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CHAPTER V : BUILDING

13. Drive to Improve & succeed

Wanting to do better all the time, doing new things and taking risks. The urge to turn the opportunities one seizes into successes.

	Your score	1	2	3	4	5
1. Self	5.00	S				
2. Direct Reports	3.37	D				
3. All Observers	3.37	O				

	Questions	S	D
100	inspire to strive for excellence by setting an example.	5.00	(2.66)
101	encourage discussions about how each can best contribute to excellence in the organization.	5.00	3.33
102	discuss with co-workers how to improve critical success factors.	5.00	3.66*
103	create challenges for team members that encourage them to grow in their potential.	5.00	3.33
104	encourage team members to deliver a level of quality they can be proud of.	5.00	3.66
105	encourage my staff to improve existing processes.	5.00	3.66
106	support the teams in their decisions, even if they differ from what I had in mind.	5.00	3.33
107	discuss with all stakeholders how to improve critical success factors.	5.00	3.33

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CHAPTER V : BUILDING

14. Shaping the Organization

Organizing the enterprise to achieve goals in the most efficient manner. Deploying diversity as an asset.

Embedding accountability in the approach.

	Your score	1	2	3	4	5
1. Self	4.53	S				
2. Direct Reports	3.56	D				
3. All Observers	3.56	O				

	Questions	S	D
108	build my team with co-workers who are diverse in background, culture, skills, mindset and experience.	4.00	3.33
109	promote building teams that are diverse in background, skills, mindset and experience.	5.00	3.66
110	encourage my co-workers to work closely together to achieve common goals.	5.00	[4.00]
111	efficiently deploy people and resources .	4.00	3.33
112	encourage co-workers to improve existing processes and develop new ones.	4.00	[4.00]
113	support co-workers instead of telling them what to do.	4.00	(2.66)
114	discuss with co-workers how to improve critical success factors.	5.00	3.66
115	treat selected suppliers as true partners.	5.00	3.00
116	encourage teams to both improve existing processes and develop new ones.	5.00	3.66
117	encourage the various teams to work closely with other teams.	5.00	[4.00]
118	urge all teams to deploy people and resources efficiently.	5.00	[4.00]
119	promote a culture where each team gets what it needs rather than telling them what to do.	4.00	3.66

Detailed View

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CHAPTER V : BUILDING

14. Shaping the Organization (Continuation)

	Questions	S	D
120	explore with all teams how to improve critical success factors.	4.00	3.33

Detailed View

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CHAPTER V : BUILDING

15. Setting the stage for a Learning organization

Creating a culture of openness in which people share ideas and concerns. Using mistakes as a source of learning. Valuing co-workers for their ideas and contributions.

	Your score	1	2	3	4	5
1. Self	4.83	S				
2. Direct Reports	3.11	D				
3. All Observers	3.11	O				

	Questions	S	D
121	inspire an atmosphere of open dialogue throughout the company.	5.00	(2.66)
122	discuss with my team what lessons for the future can be learned from both success and failure.	5.00	3.33
123	create a culture where co-workers experience appreciation when they bring forward their suggestions and new ideas.	5.00	3.00
124	inspire a culture where co-workers can question everything.	4.00	3.00
125	encourage people on different sides of a conflict to speak candidly about what is bothering them.	5.00	3.33
126	encourage co-workers to embrace their mistakes as a condition for learning.	5.00	3.33

Detailed View

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CHAPTER VI : FINANCIAL DISCIPLINE

16. Managing Entrepreneurial Risks

Identifying and managing the financial risks inherent in the creation and development of a company and specific to one's own entrepreneurial project.

	Your score	1	2	3	4	5
1. Self	4.88	S				
2. Direct Reports	2.88	D				
3. All Observers	2.88	O				

	Questions	S	D
127	insist that people notify me immediately of bad news or increasing risk.	4.00	[4.33]
128	provide the organization with appropriate warning systems and risk management mechanisms.	5.00	(2.33)
129	include in planning all factors that may adversely affect my plans.	5.00	(2.00)
130	provide a plan-B for strategic choices in case they go wrong.	5.00	(2.66)
131	ensure that results achieved are not jeopardized when I launch new initiatives.	5.00	3.00
132	encourage co-workers to take calculated risks that benefit the company.	5.00	3.00
133	vigilant that the result achieved is not jeopardized when I explore new market or product areas	5.00	3.00
134	vigilant that the result achieved is not jeopardized when new initiatives are launched.	5.00	3.00
135	evaluate risks with affected parties prior to any decision, sale or negotiation with a high stake.	5.00	(2.66)

Detailed
View

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CHAPTER VI : FINANCIAL DISCIPLINE

17. Financial Willpower

Steering the company on these financial parameters that matter to the own organization. Monitoring the numbers with tight discipline.

	Your score	1	2	3	4	5
1. Self	4.37	S				
2. Direct Reports	3.62	D				
3. All Observers	3.62	O				

	Questions	S	D
136	communicate transparently about the organization's financial prospects.	5.00	(2.66)
137	ensure that the organization engages only in financial commitments that it can meet.	5.00	3.00
138	set clear financial limits when discussing expenses, costs and investments.	5.00	3.00
139	make it a point to meet the financial targets.	5.00	[4.00]
140	hold each co-worker co-responsible that the organization meets its financial goals.	3.00	[4.66]
141	monitor a healthy cash flow of the organization at all times.	5.00	3.66
142	instill a corporate culture where everyone feels co-responsible that the organization's cash flow is healthy.	3.00	[4.00]
143	hold each team accountable that the organization meets its financial goals.	4.00	[4.00]

Detailed
View

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CHAPTER VI : FINANCIAL DISCIPLINE

18. Financial agility

Constantly looking for new ways to achieve the expansion of the business in a financially more profitable way.

	Your score	1	2	3	4	5
1. Self	4.75	S				
2. Direct Reports	3.66	D				
3. All Observers	3.66	O				

	Questions	S	D
144	challenge co-workers to meet specific customer demands with alternatives that are more financially beneficial to the organization than their first choice.	5.00	[4.33]
145	require co-workers to present strong arguments about expected value creation when proposing new initiatives.	5.00	[4.33]
146	strip proposals of all unnecessary work and costs during cost and investment discussions.	5.00	3.33
147	rather risk loss when launching a new product or service than do nothing and accept the status quo.	5.00	3.33
148	saveguard a healthy balance between organisational profit and customer value.	5.00	3.33
149	present solid arguments in cases where I believe that short-term profits are best traded for long-term returns.	3.00	(2.66)
150	challenge teams to meet specific customer requirements with alternatives that are more financially beneficial to the organization than their first choice.	5.00	3.66
151	demand teams to present strong arguments about expected value creation when proposing new initiatives.	5.00	[4.33]

Detailed
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OPEN QUESTIONS

Which do you consider the 3 most important strengths as an entrepreneur of Iuliana Leurent? Please explain the reasons why.

Self

- 1 savvy for discovery, wanting to find ways to succeed through discipline and passion
- 2 resilience, managing risks to the right attitude, inner balance
- 3 human, building people understanding

Observers

- * Inspiring other people - ability to inspire, motivate and guide a team of people is built up over time, and no matter how many managerial positions someone has held, there's always more to learn.
- * The encouragement to get out of the comfort zone - even if it is often unpleasant to step out of the comfort zone, the encouragement that 'you can do it' will give you the confidence to overcome barriers and become better and better
- * Understanding The Power Of Words - inspire others and motivate them. To be a better leader, it is important to not only know how to command but also inspire the people you are leading.
- * luarea deciziilor
- * gestionarea echipei
- * idei noi
- * Resilience
- * Optimism
- * Courage

OPEN QUESTIONS

Which do you consider the 3 most important areas of development as an entrepreneur of Iuliana Leurent? Please explain the reasons why.

Self

- 1 managing expectations
- 2 identifying right people for the scope
- 3 allow more resources/time for people outside the organization

Observers

- * Being Someone People Can Rely On- not be only a better leader but also a better person overall
- * Empathy - for building meaningful relationships with employees
- * creativitae
- * perseverenta
- * flexibilitate
- * Risk assesment
- * Example setting
- * Explained goals

360° ENTREPRENEUR TALENT REPORT

24 Highest rated items (plus ties) for All Observers

	Average Scores
140 hold each co-worker co-responsible that the organization meets its financial goals.	[4.66]
26 insist that everyone communicate honestly with customers when things go wrong.	[4.33]
34 seize the opportunities I see.	[4.33]
67 show perseverance in the face of problems or setbacks.	[4.33]
68 encourage every co-worker to speak up openly, even in difficult or stressful situations.	[4.33]
127 insist that people notify me immediately of bad news or increasing risk.	[4.33]
144 challenge co-workers to meet specific customer demands with alternatives that are more financially beneficial to the organization than their first choice.	[4.33]
145 require co-workers to present strong arguments about expected value creation when proposing new initiatives.	[4.33]
151 demand teams to present strong arguments about expected value creation when proposing new initiatives.	[4.33]
10 initiate discussions with various interlocutors about market trends and customer expectations.	[4.00]
20 use customer feedback to set up quality improvement actions.	[4.00]*
25 encourage teams to make proposals to increase Customer Delight.	[4.00]
27 communicate a clear strategic vision with the expected outcome.	[4.00]
37 actively seek partners to establish partnerships.	[4.00]
52 discuss with individual team members how to improve both their strengths and weaknesses.	[4.00]
53 integrate new hires with tailor-made guidance.	[4.00]
59 expect each team to integrate new co-workers with tailor-made guidance	[4.00]

360° ENTREPRENEUR TALENT REPORT

24 Highest rated items (plus ties) for All Observers (Continuation)

	Average Scores
78 hold staff member fully accountable for delivering agreed-upon results.	[4.00]
81 drives discussions toward decisions.	[4.00]
82 place responsibility with teams to decide how to achieve the intended results.	[4.00]
86 make teams fully accountable for how they deliver measurable business results.	[4.00]
110 encourage my co-workers to work closely together to achieve common goals.	[4.00]
112 encourage co-workers to improve existing processes and develop new ones.	[4.00]
117 encourage the various teams to work closely with other teams.	[4.00]
118 urge all teams to deploy people and resources efficiently.	[4.00]
139 make it a point to meet the financial targets.	[4.00]
142 instill a corporate culture where everyone feels co-responsible that the organization's cash flow is healthy.	[4.00]
143 hold each team accountable that the organization meets its financial goals.	[4.00]

360° ENTREPRENEUR TALENT REPORT

24 lowest rated items (plus ties) for All Observers

		Average Scores
32	offer existing and potential customers products and services with which they were previously unfamiliar.	(1.66)
24	initiate customer delight projects with external partners.	(2.00)
64	accept criticism without reacting hostilely or defensively.	(2.00)
88	use tact and diplomacy to turn resistance to change initiatives into openness and listening.	(2.00)
93	invest time and effort in building lasting relationships outside the organization.	(2.00)
129	include in planning all factors that may adversely affect my plans.	(2.00)
41	encourage teams to involve customers in developing new services or products.	(2.33)
42	remain calm in the face of unexpected problems.	(2.33)
47	discuss with co-workers and other stakeholders how to keep the company agile as it grows.	(2.33)
89	strike a good balance between direct communication and communication infused with tact and diplomacy.	(2.33)
128	provide the organization with appropriate warning systems and risk management mechanisms.	(2.33)
31	challenge everyone to translate problems or obstacles into opportunities for new market or product development.	(2.66)
46	focus on adaptability rather than competence and price when selecting new partners and suppliers.	(2.66)
62	keep my emotions under control, even in tense situations or when under pressure.	(2.66)
63	react with resilience when faced with recurring stressful situations.	(2.66)
69	resolve conflicts by focusing on problems rather than people.	(2.66)
70	confront co-workers with behavior that is not in line with my own beliefs or values.	(2.66)

360° ENTREPRENEUR TALENT REPORT

24 lowest rated items (plus ties) for All Observers (Continuation)

		Average Scores
76	position my vision and strategy as a set of hypotheses that all co-workers can challenge.	(2.66)
92	tune my communication to my audience, their wants and needs.	(2.66)
100	inspire to strive for excellence by setting an example.	(2.66)
113	support co-workers instead of telling them what to do.	(2.66)
121	inspire an atmosphere of open dialogue throughout the company.	(2.66)
130	provide a plan-B for strategic choices in case they go wrong.	(2.66)
135	evaluate risks with affected parties prior to any decision, sale or negotiation with a high stake.	(2.66)
136	communicate transparently about the organization's financial prospects.	(2.66)
149	present solid arguments in cases where I believe that short-term profits are best traded for long-term returns.	(2.66)