



# **FORTÉ<sup>®</sup>** *i360* **SURVEY**

The Forte i360 is part of the Forte Communication Style Process, which is strength-based and intended for developing exceptional personal and interpersonal skills.

## Feedback...

We get feedback throughout the day, from the world around us and most of it has high-value as we learn from it. People do not change; they evolve through education, experience and feedback. This Forté i360 report is a tool one uses to develop their competencies and skill sets.

It is common knowledge and common sense that each of us has "blind spots", and through feedback from others, we gain insight into, if nothing else, the perceptions others have about us. As you review your report keep in mind the value of multiple perspectives and that it never matters who said what, rather what was said and reflected in your i360 report.

At the end of this report, you have the opportunity to summarize what you have gained from this feedback, and what you are going to do about it. You will learn what to reinforce, and what you can work on to achieve the higher result.

You are encouraged to develop a set of goals, and deadlines to achieve them. And, then, continue to reflect on how to minimize the blind spots by maximizing the insights revealed herein.

## **Forté Profile:**

**Joe Doe**

Your Forté i360 can be updated as often as every six months and is used concurrently with your Forté Communication Style Reports.

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## i360 OVERVIEW

*One cannot improve without knowing what to improve...*

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The Forté i360 Report is compiled from responses made by yourself and others who have a relationship with you from work, home, or other organizations and are in a position to express their perceptions of your behaviors and competencies in a number of different skill sets.

You no doubt have heard “perception is one’s reality”. What you are about to learn is just that. So the question is: How can you use such information to recognize opportunities for development and/or correct a misperception that may exist?

Consider this an opportunity to review and reflect on the results, work with those close to you to reinforce your strengths, and fill any gaps that may exist. While we may make several suggestions, your best source for developing action plans to accomplish your goals and objectives will be your team members.

Your Forté i360 is not something to take personally; look at it as a professionally, in relation to your and your team’s goals.

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*“If one advances confidently in the direction of their dreams, and endeavors to live the life which they have imagined, they will meet with a success unexpected in common hours. They will pass an invisible boundary, and they will live with the license of a higher order of beings.”*

**Henry David Thoreau**

## i360 INTRODUCTION

*Behavior follows Commitment.*

*Commitment follows Trust.*

*Trust follows Understanding/Experience*

*Understanding/Experience Starts With A Relationship of Respect and Rapport.*

--- Forté Law

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The following pages summarize the answers given by those who participated in your Forté i360 review.

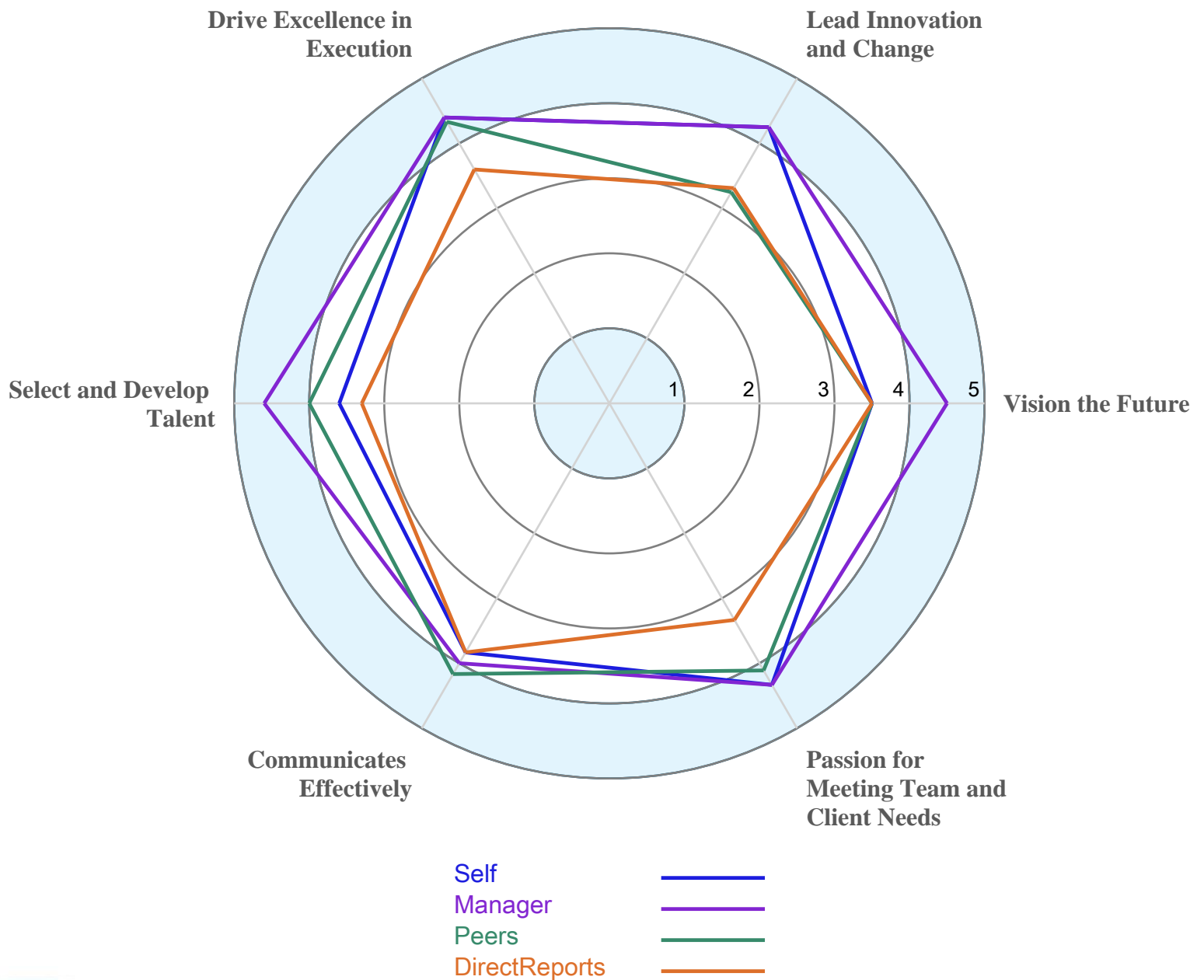
The 5-point Likert scale is used for a simple reason; it has proven itself as the ideal range of answers over time. If there is an “ideal” response, it is all respondents are within a point of each other and the average exceeds four (4). Clearly, five (5) is perfect. That said, the Forté process applies to sustainable, long-term development in real-life circumstances and environments.

<u>Rarely</u>	<u>Seldom</u>	<u>Sometimes</u>	<u>Often</u>	<u>Usually</u>
1	2	3	4	5

How people develop has many variables. Forté i360 measures those that have withstood the test of time and are of greatest value to its clients.

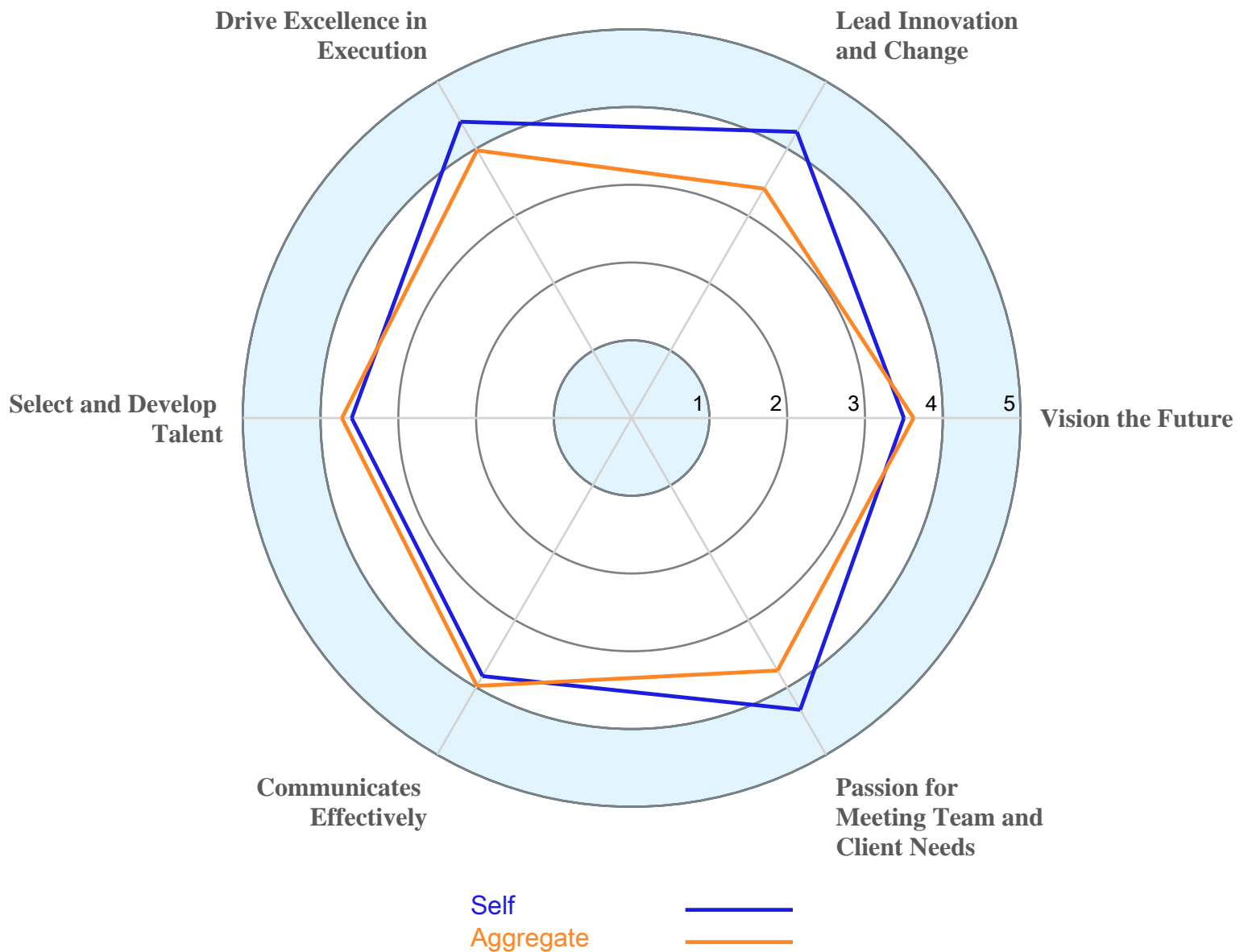
## Response Overview: Individual

The Competency Profile radar chart shows the responses from each of the targeted user groups. Radar charts are useful in easily spotting gaps between the rater's response and the observations and perspectives of others.



## Response Overview: Aggregate

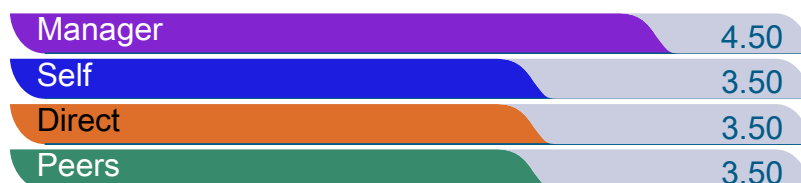
The Competency Profile radar chart shows the aggregate responses from all of the targeted user groups. Radar charts are useful in easily spotting gaps between the rater's response and the observations and perspectives of others.



## Executive Summary

As this review begins, let's start with a high level look at the overall results from each grouping of raters, including yourself. As most individuals participate in the Forte i360 annually, this report is a good benchmark to reference future results against.

### Vision the Future



### Lead Innovation and Change



### Drive Excellence in Execution



### Select and Develop Talent



### Communicates Effectively



### Passion for Meeting Team and Client Needs





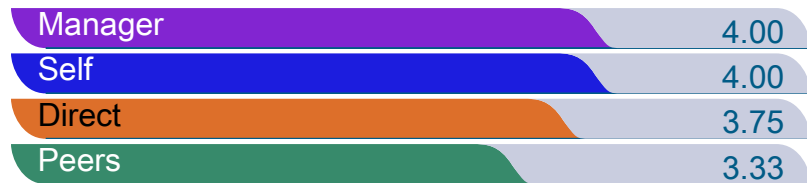
## Survey Details

The following pages bring together all of the details of your i360 under each competency measured. Be sure to realize the goal is to develop your skills from many viewpoints. Acting on this information in a proactive manner will extend your strengths in self-awareness and interpersonal productivity.

### Vision the Future

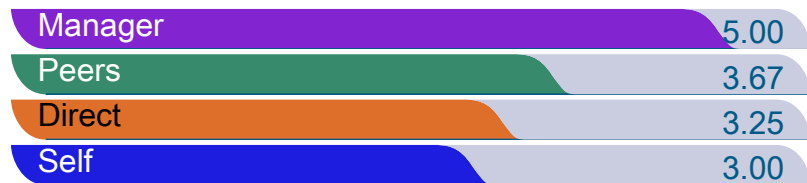
Participates in the identification of innovative strategies which will enable the organization to reach its strategic goals.

9 out of 9 responded to this question.



Understands and models a willingness to implement new practices and approaches, while letting go of current/old practices that no longer serve the best interests of the team and/or organization.

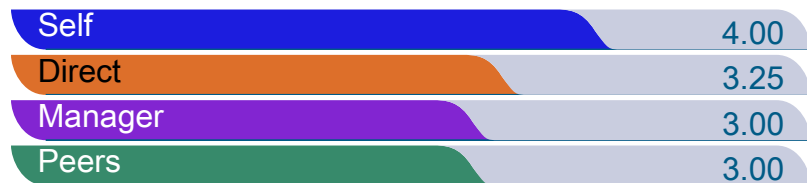
9 out of 9 responded to this question.



### Lead Innovation and Change

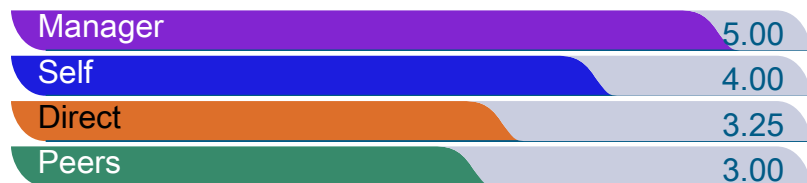
Anticipates risks and barriers which may erode or undermine change initiatives, and takes proactive measures to ensure they are addressed.

9 out of 9 responded to this question.



Keeps team/staff mindful of the "big picture" behind current change initiatives, even in the face of short-term significant challenges.

9 out of 9 responded to this question.

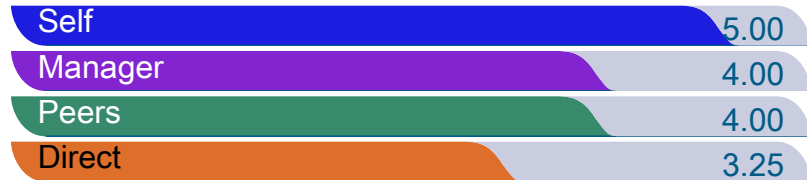




### Lead Innovation and Change cont.

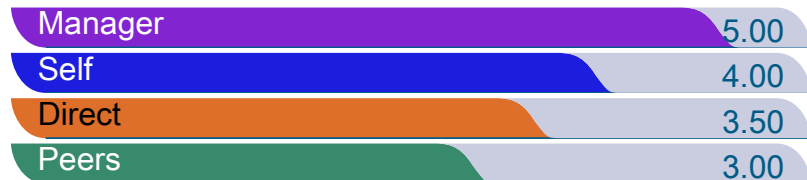
Personally ensures significant innovation milestones are recognized and celebrated along the way.

9 out of 9 responded to this question.



Sponsors significant departmental innovations, which may at times involve personal risk.

9 out of 9 responded to this question.



### Drive Excellence in Execution

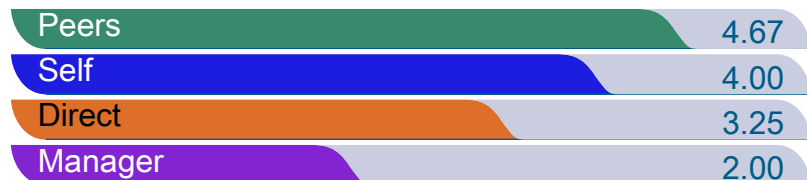
Consistently keeps team and staff focused on achieving/exceeding expectations rather than focusing on the obstacles that get in the way of execution.

9 out of 9 responded to this question.



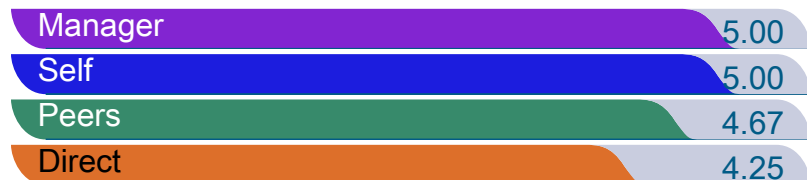
Encourages departments to share best practices and collaborate to achieve the desired results.

9 out of 9 responded to this question.



Fosters a work environment which inspires others to excel.

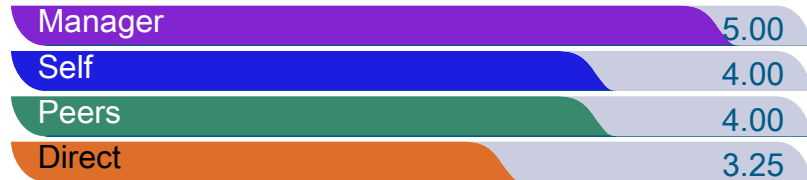
9 out of 9 responded to this question.



### Drive Excellence in Execution cont.

Identifies and addresses sub-par performance of team and staff to ensure the results are delivered to the best of their ability.

9 out of 9 responded to this question.



Relentlessly pursues excellence in execution and aggressively addresses obstacles along the way.

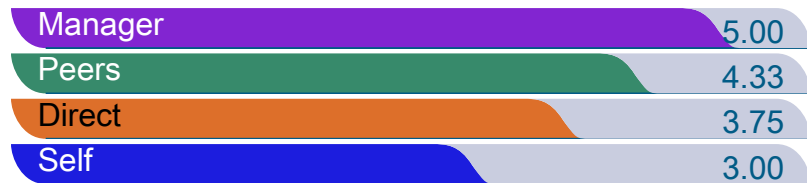
9 out of 9 responded to this question.



### Select and Develop Talent

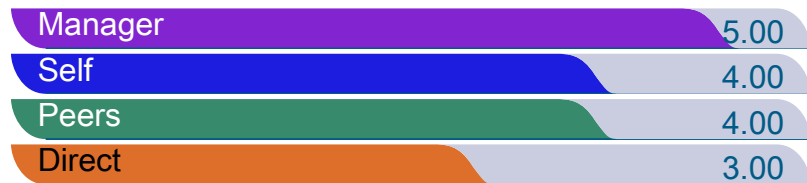
Builds a strong bench for critical roles by coaching and developing others.

9 out of 9 responded to this question.



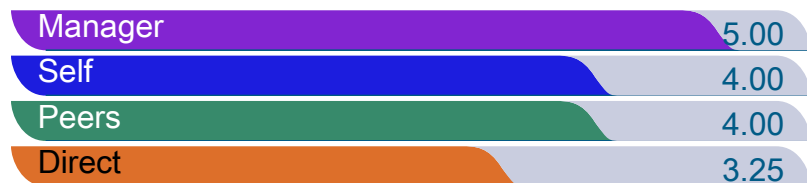
Builds inspired teams of diverse, talented colleagues and creates an inclusive culture that engages all perspectives.

9 out of 9 responded to this question.



Positions colleagues in the right roles to leverage their strengths and add the most value to the organization.

9 out of 9 responded to this question.



### Select and Develop Talent cont.

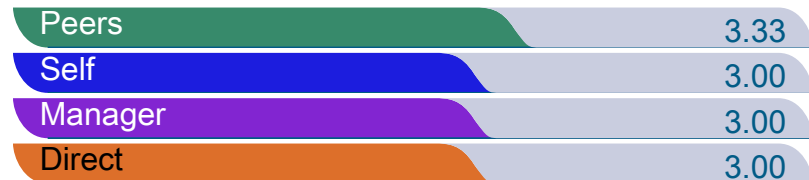
Sets clear expectations of colleagues and managers to develop their direct reports and recognizes leaders who consistently do so.

9 out of 9 responded to this question.



Shares talent outside of own location for the greater good of the company and the professional development goals of colleagues.

9 out of 9 responded to this question.



### Communicates Effectively

Creates and utilizes multiple avenues for team/staff to receive timely information to perform their jobs to the best of their ability.

9 out of 9 responded to this question.



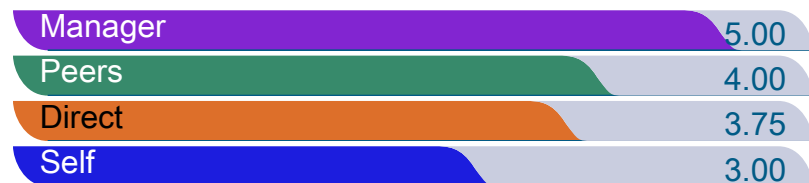
Displays honesty, integrity and openness in all communication forums.

9 out of 9 responded to this question.



Holds leaders accountable for actions and communication which is inconsistent with our core messages and values.

9 out of 9 responded to this question.



### Communicates Effectively cont.

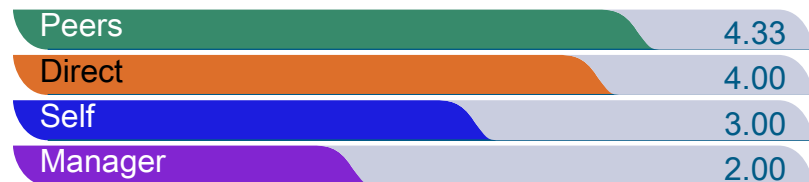
Keeps the organization informed of the company's performance, challenges, strategies and key, noteworthy developments which can impact successful execution.

9 out of 9 responded to this question.



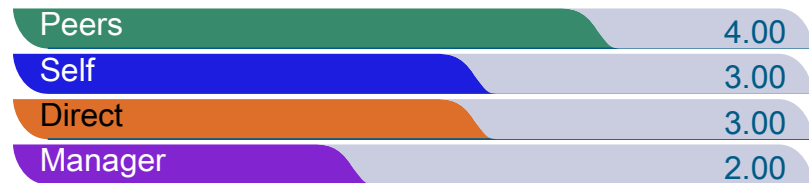
Provides continuous feedback and communication to senior leaders on competitive activities within their assigned region.

9 out of 9 responded to this question.



Represents our organization at industry/community events to improve communication, brand image and public relations within the communities we serve.

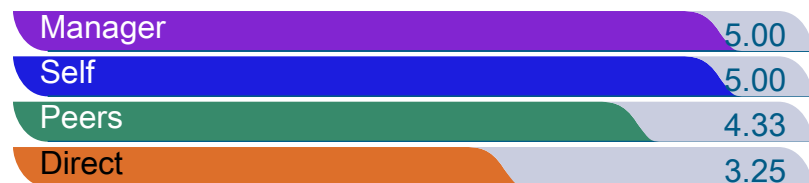
9 out of 9 responded to this question.



### Passion for Meeting Team and Client Needs

Encourages team to identify current and emerging trends in client/customer satisfiers and dissatisfiers.

9 out of 9 responded to this question.



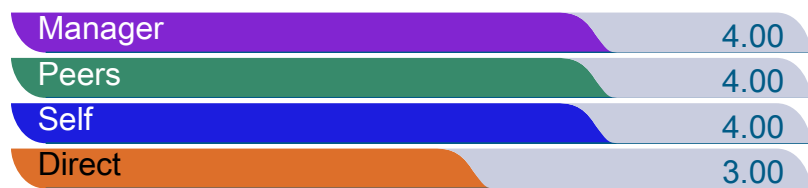
### Passion for Meeting Team and Client Needs cont.

Engages talent inside and outside of own business segment to develop proactive solutions to address current and emerging clients/customers needs.



9 out of 9 responded to this question.

Identifies new best practice opportunities to enhance customer satisfaction through active involvement in external organizations serving our business sector.



9 out of 9 responded to this question.

## Skills to Reinforce

A consensus of your reference group ratings shows these competencies are clear strengths, as they are your top rated skills. Build on this strong foundation of skill.

Displays honesty, integrity and openness in all communication forums.



Fosters a work environment which inspires others to excel.



Consistently keeps team and staff focused on achieving/exceeding expectations rather than focusing on the obstacles that get in the way of execution.



Creates and utilizes multiple avenues for team/staff to receive timely information to perform their jobs to the best of their ability.



Encourages team to identify current and emerging trends in client/customer satisfiers and dissatisfiers.



Builds a strong bench for critical roles by coaching and developing others.



Sets clear expectations of colleagues and managers to develop their direct reports and recognizes leaders who consistently do so.



Engages talent inside and outside of own business segment to develop proactive solutions to address current and emerging clients/customers needs.

Aggregate	3.88
Self	4.00



## Skills to Develop

A consensus of your reference group ratings show these skills are in need of improvement and should be considered top priority for your career development.

Shares talent outside of own location for the greater good of the company and the professional development goals of colleagues.



Anticipates risks and barriers which may erode or undermine change initiatives, and takes proactive measures to ensure they are addressed.



Represents our organization at industry/community events to improve communication, brand image and public relations within the communities we serve.



Keeps team/staff mindful of the "big picture" behind current change initiatives, even in the face of short-term significant challenges.



Understands and models a willingness to implement new practices and approaches, while letting go of current/old practices that no longer serve the best interests of the team and/or organization.



Identifies new best practice opportunities to enhance customer satisfaction through active involvement in external organizations serving our business sector.



Sponsors significant departmental innovations, which may at times involve personal risk.



Builds inspired teams of diverse, talented colleagues and creates an inclusive culture that engages all perspectives.



## Survey Comments

The Forte i360 provides an opportunity for each participant to offer additional comments. While provided anonymously, they are important and should never be taken personally. Always keep in mind this is a development tool and even the harshest of comments offer a message or suggestion for improvement. You are encouraged to discuss any of your results, especially these open-ended comments, with other people – particularly with your teammates.

## Vision the Future

Participates in the identification of innovative strategies which will enable the organization to reach its strategic goals.

Manager: Where relevant Joe has identified key strategies in our SC process which is a key strategic project.

Peers: at times he seems to have difficulty being proactive around planning for the future. He seems to be more comfortable in the reactive, crisis management environment.

Understands and models a willingness to implement new practices and approaches, while letting go of current/old practices that no longer serve the best interests of the team and/or organization.

Manager: Joe is particularly willing to learn new and better ways of doing things.

Peers: Again, more comfortable in reactive mode.

Peers: Joe can be a little reluctant at times to let go of old practices but once the new approaches are explained in detail he will put all his energy into implementing them.

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## Lead Innovation and Change

Anticipates risks and barriers which may erode or undermine change initiatives, and takes proactive measures to ensure they are addressed.

Manager: Joe does this when the initiative is directly related to him however he misses opportunities to do this with peer or team initiatives.

## Survey Comments cont.

Keeps team/staff mindful of the "big picture" behind current change initiatives, even in the face of short-term significant challenges.

Manager: Joe consistently looks ahead and talks to people about "where we are headed"

Peers: Struggles when communicating the "big picture" to his staff. Stronger on day to day actions & objectives

Personally ensures significant innovation milestones are recognized and celebrated along the way.

Manager: Joe makes sure people know when a milestone is met - possibly more room for congratulating those who have made it happen.

Peers: Joe is very aware of the importance of recognising milestones that are achieved.

Peers: Good to acknowledge & share success with his people

Sponsors significant departmental innovations, which may at times involve personal risk.

Manager: Comfortable with risk.

Peers: Have not seen much personal innovation.

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## Drive Excellence in Execution

Consistently keeps team and staff focused on achieving/exceeding expectations rather than focusing on the obstacles that get in the way of execution.

Manager: Joe is strong here

Peers: Good to motivate his people

## Survey Comments cont.

Encourages departments to share best practices and collaborate to achieve the desired results.

Manager: Joe often forgets about the value of networking and collaborating with others outside of his own team.

Fosters a work environment which inspires others to excel.

Manager: His own team are high achievers.

Peers: Joe's positivity and fairness inspires those around him.

Identifies and addresses sub-par performance of team and staff to ensure the results are delivered to the best of their ability.

Manager: Absolutely a strength.

Peers: Does not always tackle the poor performer as soon as necessary

Peers: Joe will always address these in a positive manner that ensures better results.

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## Select and Develop Talent

Builds a strong bench for critical roles by coaching and developing others.

Manager: Joe is strong at picking top performers so often there is no need for hand holding.

Peers: Good to coach and support his people

Builds inspired teams of diverse, talented colleagues and creates an inclusive culture that engages all perspectives.

Peers: Joe has some difficulty engaging some of his remote team members

## Survey Comments cont.

Shares talent outside of own location for the greater good of the company and the professional development goals of colleagues.

Manager: Joe can hold onto people for too long, diminishing their and the organisations' development opportunities.

Peers: Havent seen any sharing of ideas and resources from Joe's team

Peers: Joe is very much a "team player" and the company and what is best for it is always paramount.

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## Communicates Effectively

Creates and utilizes multiple avenues for team/staff to receive timely information to perform their jobs to the best of their ability.

Manager: Superb communicator

Peers: Joe feels this is very important to aid the team

Peers: Good with local people but struggling wiht remote employees

Holds leaders accountable for actions and communication which is inconsistent with our core messages and values.

Peers: Strong communicator when interacting with peers and SMT

Keeps the organization informed of the company's performance, challenges, strategies and key, noteworthy developments which can impact successful execution.

Manager: Through informal methods mainly.

## Survey Comments cont.

Provides continuous feedback and communication to senior leaders on competitive activities within their assigned region.

Manager: Tends to keep away from upward communication opportunities - area for development.

Represents our organization at industry/community events to improve communication, brand image and public relations within the communities we serve.

Manager: Doesn't look for these opportunities.

Peers: Little evidence of networking outside of company events

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## Passion for Meeting Team and Client Needs

Encourages team to identify current and emerging trends in client/customer satisfiers and dissatisfiers.

Peers: Has a strong customer focus

Engages talent inside and outside of own business segment to develop proactive solutions to address current and emerging clients/customers needs.

Manager: Could do more here in those outside his business segment.

Peers: Willing to engage with external consultants to deal with relevant issues

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## Focus Competencies

The following Focus Competencies have been selected from the i360 survey questions as most important by Self and Manager. Their importance ranking is denoted in *italics* under the question, 5 being the most important.

Understands and models a willingness to implement new practices and approaches, while letting go of current/old practices that no longer serve the best interests of the team and/or organization.

(5) Manager



Sets clear expectations of colleagues and managers to develop their direct reports and recognizes leaders who consistently do so.

(4) Manager



Provides continuous feedback and communication to senior leaders on competitive activities within their assigned region.

(3) Manager



Engages talent inside and outside of own business segment to develop proactive solutions to address current and emerging clients/customers needs.

(2) Manager



Participates in the identification of innovative strategies which will enable the organization to reach its strategic goals.

(1) Manager



## Focus Competencies cont.

Creates and utilizes multiple avenues for team/staff to receive timely information to perform their jobs to the best of their ability.

(3) Self



Displays honesty, integrity and openness in all communication forums.

(5) Self



Consistently keeps team and staff focused on achieving/exceeding expectations rather than focusing on the obstacles that get in the way of execution.

(2) Self



Builds a strong bench for critical roles by coaching and developing others.

(1) Self



Fosters a work environment which inspires others to excel.

(4) Self



### i360 NEXT STEPS

Please list the three most important things you have learned from this report.

1. 

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2. 

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3. 

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What surprised you the most?

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What is the first item you want to work on?

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The second item?

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Is there additional input you would like to have?

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