



Catalyze In/Sight 360 — Leadership Survey

Marcus Bennett

March 14, 2025

Individual Feedback Report

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COMPETENCY ANALYSIS

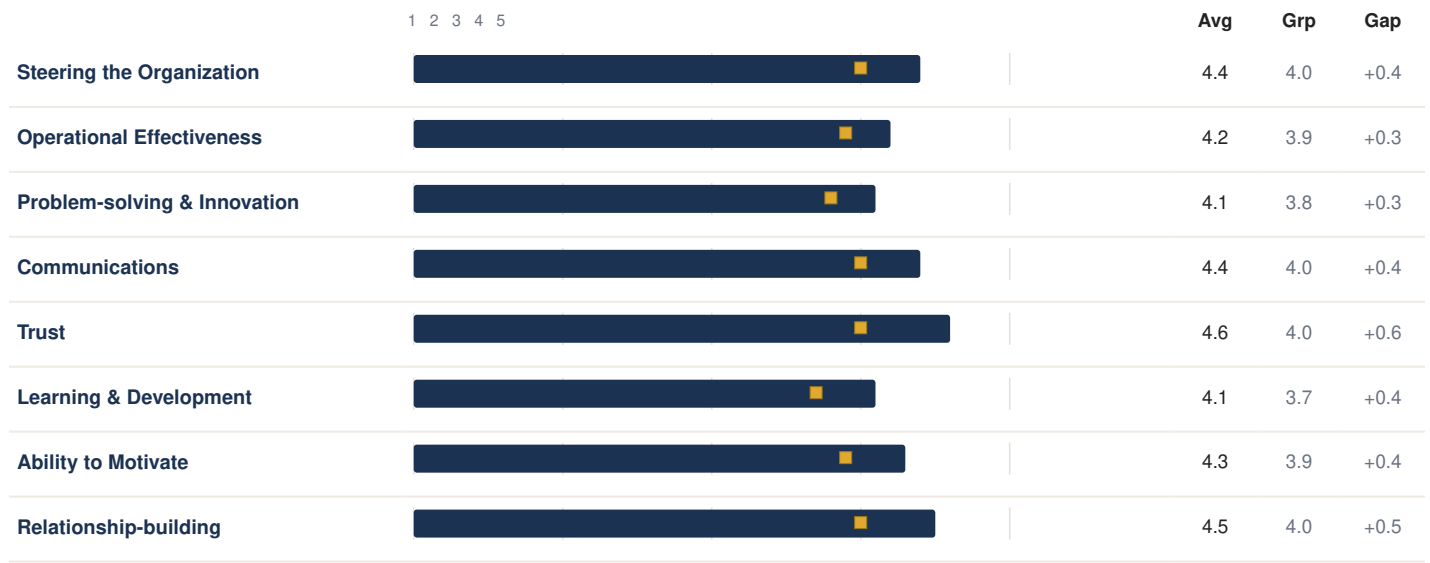
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This is an illustrative sample report. Names, ratings, and comments have been anonymized and altered to protect individual privacy.

RESULTS SUMMARY

Headlines by Category

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding



■ Overall average ■ Group benchmark

RESULTS SUMMARY

Headlines by 360 Segment

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding



RESULTS SUMMARY

"Most Important" Comments

Question 54. In your opinion, what are the most important 1 or 2 changes this leader could make in their approach or behaviors to yield the biggest positive impacts for them, those they lead, and the organization at large? *(Required)*

- > **(Direct Reports)** Marcus could keep advocating for the additional tools the team needs to configure faster and move projects to completion more quickly.

- > **(Direct Reports)** Set up regular 1:1s with direct reports to stay close to day-to-day work, workload and individual career goals.

- > **(Direct Reports)** Communication across the whole organization is the biggest opportunity — not just for Marcus. More ongoing visibility into what each team is working on would help.

- > **(Direct Reports)** 1) Keep up the group conversations and team meetings where he recognizes wins across the customer organization. 2) Keep championing customer success in implementations and reinforcing that our customers' success is our success.

- > **(Direct Reports)** Honestly, the main thing would be even more openness about what's happening higher up — direction shifts, the reasons behind decisions, the longer-term plan. Otherwise I'm very happy working for Marcus and would follow him again.

- > **(Other Colleagues)** Keep finding new ways to help the team scale. You bring deep knowledge and experience — keep sharing it more broadly across the organization.

- > **(Other Colleagues)** Define clear target KPIs for the team and track progress against them. I'd also love to see initiatives aimed at reducing services effort over the year.

- > **(Other Colleagues)** Keep building the team and leaning on the new systems you've put in place to create a predictable, repeatable process for services.

- > **(Other Colleagues)** 1) Act sooner on under-performers — there's a perception, fair or not, that mediocre performance is sometimes tolerated. 2) Be more proactive in articulating a vision for the organization, especially with the CEO.

- > **(Self)** I need to focus on communication — within my team and across the company — so everyone is clear on our goals and how we're performing against what our customers tell us.

RESULTS SUMMARY**Highest / Lowest Ratings by Segment****Overall Avg**

Highest Ratings	Avg
Brings valuable expertise & knowledge to the team.	4.9
Is fair and honest; stands up for the "right thing to do."	4.9
Listens effectively; asks good questions.	4.8
Lowest Ratings	Avg
Helps the team think and act in new and fresh ways.	3.9
Maintains and shares clear, updated targets and action plans.	3.9
Provides regular coaching / insight that makes others stronger.	3.9

Direct Reports

Highest Ratings	Avg
Avoids micromanaging.	5.0
Brings valuable expertise & knowledge to the team.	5.0
Displays faith in team members' abilities to get better at what they do, growing their self-confidence.	5.0
Lowest Ratings	Avg
Maintains and shares clear, updated targets and action plans.	4.0
Provides regular coaching / insight that makes others stronger.	4.0
Effectively focuses self and others on the most important priorities.	4.2

Other Colleagues

Highest Ratings	Avg
Is easy to talk to.	5.0
Listens effectively; asks good questions.	5.0
Brings valuable expertise & knowledge to the team.	4.8
Lowest Ratings	Avg
Holds others accountable for their actions and results.	3.3
Helps the team think and act in new and fresh ways.	3.5
Lays out a clear and compelling vision of what we want to accomplish.	3.5

Self

Highest Ratings	Avg
Speaks and acts respectfully toward others; is sensitive to others' situations.	5.0
Accepts accountability for business / team results.	4.0
Admits mistakes.	4.0
Lowest Ratings	Avg
Is articulate, clear, and convincing when asserting own viewpoints.	2.0
Lays out a clear and compelling vision of what we want to accomplish.	2.0
Avoids micromanaging.	3.0

RESULTS SUMMARY

Scores Table

Category Averages

#	Competency	OAV	DIR	OTH	SEL	Grp	Gap
	Steering the Organization	4.4	4.5	4.2	3.5	4.0	+0.4
	Operational Effectiveness	4.2	4.4	3.9	3.2	3.9	+0.3
	Problem-solving & Innovation	4.1	4.4	3.9	3.6	3.8	+0.3
	Communications	4.4	4.5	4.2	2.8	4.0	+0.4
	Trust	4.6	4.7	4.5	3.7	4.0	+0.6
	Learning & Development	4.1	4.2	3.9	3.6	3.7	+0.4
	Ability to Motivate	4.3	4.5	4.0	3.3	3.9	+0.4
	Relationship-building	4.5	4.6	4.4	4.0	4.0	+0.5

Question Averages

#	Competency	OAV	DIR	OTH	SEL	Grp	Gap
	Steering the Organization	OAV	DIR	OTH	SEL	Grp	Gap
1	Makes good decisions (pragmatic, timely, strategically sound).	4.3	4.4	4.3	4.0	4.1	+0.2
2	Maintains and shares clear, updated targets and action plans.	3.9	4.0	3.8	3.0	3.7	+0.2
3	Skillfully manages internal / external clients; dedicated to serving their needs.	4.7	4.8	4.5	4.0	4.0	+0.7
4	Maintains a "high bar" for performance.	4.0	4.4	3.5	3.0	4.1	-0.1
5	Effectively uses financials and other data to guide the organization.	4.3	4.4	4.0	3.0	4.1	+0.2
6	Brings valuable expertise & knowledge to the team.	4.9	5.0	4.8	4.0	4.3	+0.6
	Operational Effectiveness	OAV	DIR	OTH	SEL	Grp	Gap
8	Establishes clear roles & responsibilities.	4.0	4.2	3.8	3.0	3.8	+0.2
9	Effectively focuses self and others on the most important priorities.	4.2	4.2	4.3	3.0	3.9	+0.3
10	Knows when and how to delegate.	4.3	4.6	4.0	3.0	3.8	+0.5
11	Holds others accountable for their actions and results.	4.0	4.4	3.3	4.0	3.8	+0.2
12	Is committed to quality work; takes steps to ensure quality of team's deliverables.	4.6	4.8	4.3	3.0	4.1	+0.5
13	Follows up on plans, ideas, and assigned tasks.	4.1	4.4	3.8	3.0	4.0	+0.1
	Problem-solving & Innovation	OAV	DIR	OTH	SEL	Grp	Gap
15	Helps the team think and act in new and fresh ways.	3.9	4.2	3.5	3.0	4.0	-0.1
16	Proactively seeks to understand and address the team's work frustrations & barriers to success.	4.3	4.4	4.0	4.0	3.7	+0.6
17	Regularly solicits ideas from the team on how we can work faster, better, and smarter.	4.1	4.6	3.5	4.0	3.7	+0.4
18	Remains open to conflict, criticism, and alternative viewpoints which can improve decisions and results.	4.2	4.2	4.3	4.0	3.7	+0.5
19	Good at building consensus when differences of opinion exist.	4.2	4.4	4.0	3.0	3.8	+0.4
	Communications	OAV	DIR	OTH	SEL	Grp	Gap
21	Is articulate, clear, and convincing when asserting own viewpoints.	4.3	4.6	4.0	2.0	4.1	+0.2
22	Lays out a clear and compelling vision of what we want to accomplish.	4.1	4.6	3.5	2.0	3.8	+0.3
23	Listens effectively; asks good questions.	4.8	4.6	5.0	3.0	4.0	+0.8
24	When appropriate, gets input from others before taking action or making commitments.	4.3	4.2	4.5	4.0	4.0	+0.3
25	Facilitates effective & efficient meetings / conversations.	4.3	4.6	4.0	3.0	4.0	+0.3
	Trust	OAV	DIR	OTH	SEL	Grp	Gap
27	Accepts accountability for business / team results.	4.3	4.4	4.3	4.0	4.0	+0.3
28	Communicates with transparency and openness.	4.3	4.4	4.3	3.0	4.0	+0.3
29	Is fair and honest; stands up for the "right thing to do."	4.9	5.0	4.8	4.0	4.2	+0.7
30	Admits mistakes.	4.7	4.8	4.5	4.0	3.9	+0.8
31	Remains positive & steady under pressure, helping us maintain our sense of perspective and direction at stressful moments.	4.8	4.8	4.8	4.0	4.2	+0.6
32	Is a respected sounding board for me and others.	4.7	4.8	4.5	3.0	3.9	+0.8

#	Competency	OAV	DIR	OTH	SEL	Grp	Gap
	Learning & Development	OAV	DIR	OTH	SEL	Grp	Gap
34	Is a role model; others learn by watching this person in action.	4.1	4.2	4.0	3.0	3.9	+0.2
35	Provides regular coaching / insight that makes others stronger.	3.9	4.0	3.7	3.0	3.6	+0.3
36	Provides constructive feedback without making others feel threatened or personally attacked.	4.2	4.2	4.3	4.0	3.7	+0.5
37	Creates opportunities for me to learn.	4.4	4.6	4.0	–	3.7	+0.7
38	Understands team members' career aspirations, and supports them where possible.	4.2	4.2	–	4.0	3.8	+0.4
39	Seeks honest feedback on his/ her own performance, looking for ways to get better.	3.9	4.2	3.5	4.0	3.6	+0.3
	Ability to Motivate	OAV	DIR	OTH	SEL	Grp	Gap
41	Makes the work more interesting & engaging given his/ her approach to it.	4.0	4.2	3.5	3.0	3.8	+0.2
42	Displays faith in team members' abilities to get better at what they do, growing their self-confidence.	4.6	5.0	4.0	4.0	3.9	+0.7
43	Avoids micromanaging.	4.4	5.0	3.8	3.0	3.7	+0.7
44	Makes it clear to team members why their work contributions matter and how they fit into the "big picture" at this organization.	4.1	4.2	4.0	3.0	3.9	+0.2
45	Positively impacts team morale by showing enthusiasm & optimism regarding the work.	4.2	4.4	4.0	3.0	4.0	+0.2
46	Thanks others; celebrates success.	4.4	4.4	4.5	4.0	4.0	+0.4
	Relationship-building	OAV	DIR	OTH	SEL	Grp	Gap
48	Is easy to talk to.	4.7	4.4	5.0	4.0	4.0	+0.7
49	Seems to have my best interests at heart.	4.4	4.6	4.3	4.0	3.9	+0.5
50	Makes us feel like a real team, not just a group of individual performers with different agendas.	4.6	4.8	4.3	3.0	3.9	+0.7
51	Speaks and acts respectfully toward others; is sensitive to others' situations.	4.4	4.6	4.3	5.0	4.1	+0.3
52	Supports work/ life balance.	4.6	4.8	4.3	4.0	4.2	+0.4

OAV = Overall average · DIR = Direct Reports · OTH = Other Colleagues · SEL = Self · Grp = Group benchmark · Gap = Overall – Group

RESULTS SUMMARY

Detail Comments by Category

Question 7. Please comment on how this person steers the organization. Any specific ideas for improvement?

Comments from "Direct Reports"

Communicating the plan, strategy, goals and progress is the area with the most room to grow. Beyond that, Marcus is excellent at his job and a pleasure to work for — supportive when you need it, hands-off when you don't, with deep knowledge and strong technical judgment.

Marcus directs the team to deliver the highest level of support for our customers while keeping us focused on timely solutions aligned to company goals.

He's a strong leader both internally and with customers; his direction and drive push everyone around him to do more.

Comments from "Other Colleagues"

Can be slow to act on lower-tier performers.

Question 14. Please comment on this leader's operational effectiveness. Any specific ideas for improvement?

Comments from "Direct Reports"

A standing check-in to quickly review current workload, special projects and open issues would be helpful.

Marcus balances the team's load well. He also expects quality work and measures our results at every step.

He's committed to meeting and exceeding the team's operational goals, continually refining processes so we have the most effective tools available.

Comments from "Manager"

At times Marcus has been a little slow to course-correct and put the team in the best position to succeed. A few process changes felt over-engineered.

Tightening the feedback loop would help.

Question 20. Please comment on this person's ability to create a work environment where problem-solving and innovation thrive. Any specific ideas for improvement?

Comments from "Direct Reports"

Marcus listens to the issues, gathers input on how to resolve them, and adds his own ideas and suggestions where they help.

He knows the customer-engagement platform inside out and explains the details clearly to staff. He regularly pushes people to think differently about how we deliver more value to customers.

Comments from "Other Colleagues"

Broad shoulders and a voice of reason.

Has always set a tone of doing the right thing. Builds solid relationships with customers and delivers both good and bad news calmly. Dependable.

Question 26. Please comment on this leader's communications skills. Any specific ideas for improvement?

Comments from "Direct Reports"

Marcus is an articulate communicator who conveys his vision well. He also listens with empathy and offers constructive criticism when it's warranted.

He responds quickly to questions and concerns with clear direction and ideas.

Comments from "Other Colleagues"

Just the right amount of analysis before making a decision.

Comments from "Self"

I can always get better at communicating our strategy and vision to my team.

Question 33. Please comment on this leader's ability to build trusting relationships with others.

Comments from "Direct Reports"

Marcus lets me raise concerns about customers and cross-department issues, and lays out clear options to address them.

He has the right temperament to lead a customer organization. He works through issues with an even, thoughtful approach, never over-reacts, and understands the urgency behind customer problems.

Comments from "Other Colleagues"

He's been a terrific colleague for years — he'll always do right by the company and our customers. Very steady and predictable.

Sometimes he accepts 'blame' when he shouldn't, because it's easier than re-litigating a decision that's already been made.

Trust is one of your greatest strengths.

Question 40. Please comment on this leader's ability to foster a "learning-rich" environment. Any specific improvement suggestions?

Comments from "Direct Reports"

Marcus encourages the team to seek out new skills and keep broadening our capabilities.

I've worked with Marcus for years; he's consistently supported my interest in learning new delivery methods and encouraged the rest of the team to grow as well.

Question 47. Please comment on this leader's ability to motivate others. Any specific ideas for improvement?

Comments from "Direct Reports"

Marcus lets me work directly with customers and internal teams to hit project timelines without watching my every move.

He consistently acknowledges wins and stays upbeat about the future. He doesn't micromanage and trusts people to deliver the work he asks for.

Comments from "Other Colleagues"

Keeps building a strong team with clear roles and responsibilities.

Can get pulled into micromanaging at times — though I'm not sure it's always avoidable.

Question 53. Please comment on this leader's ability to build strong relationships in the workplace.

Comments from "Direct Reports"

I feel I can go to Marcus with any issue I'm having with internal teams or customer communications.

Comments from "Other Colleagues"

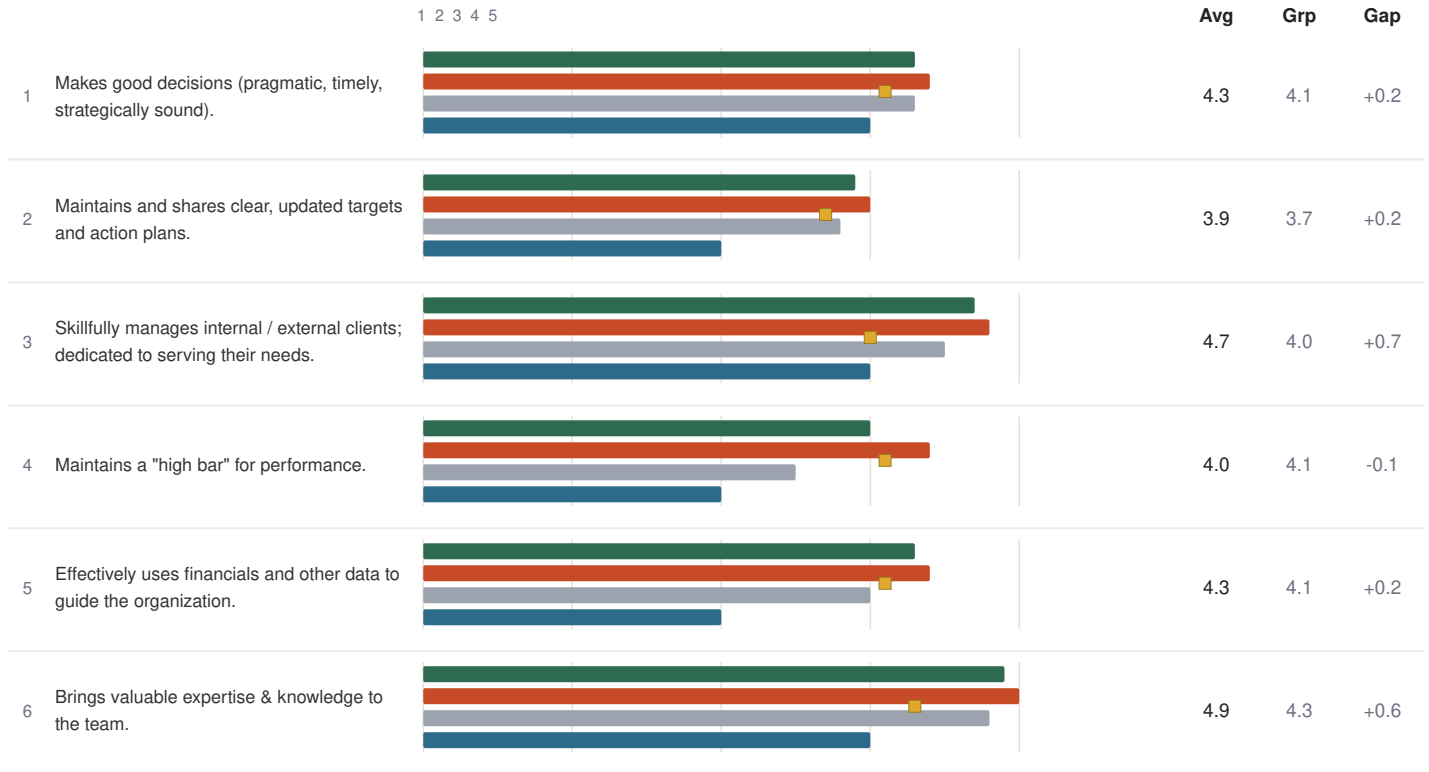
A cornerstone of the organization.

COMPETENCY ANALYSIS

Steering the Organization

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding

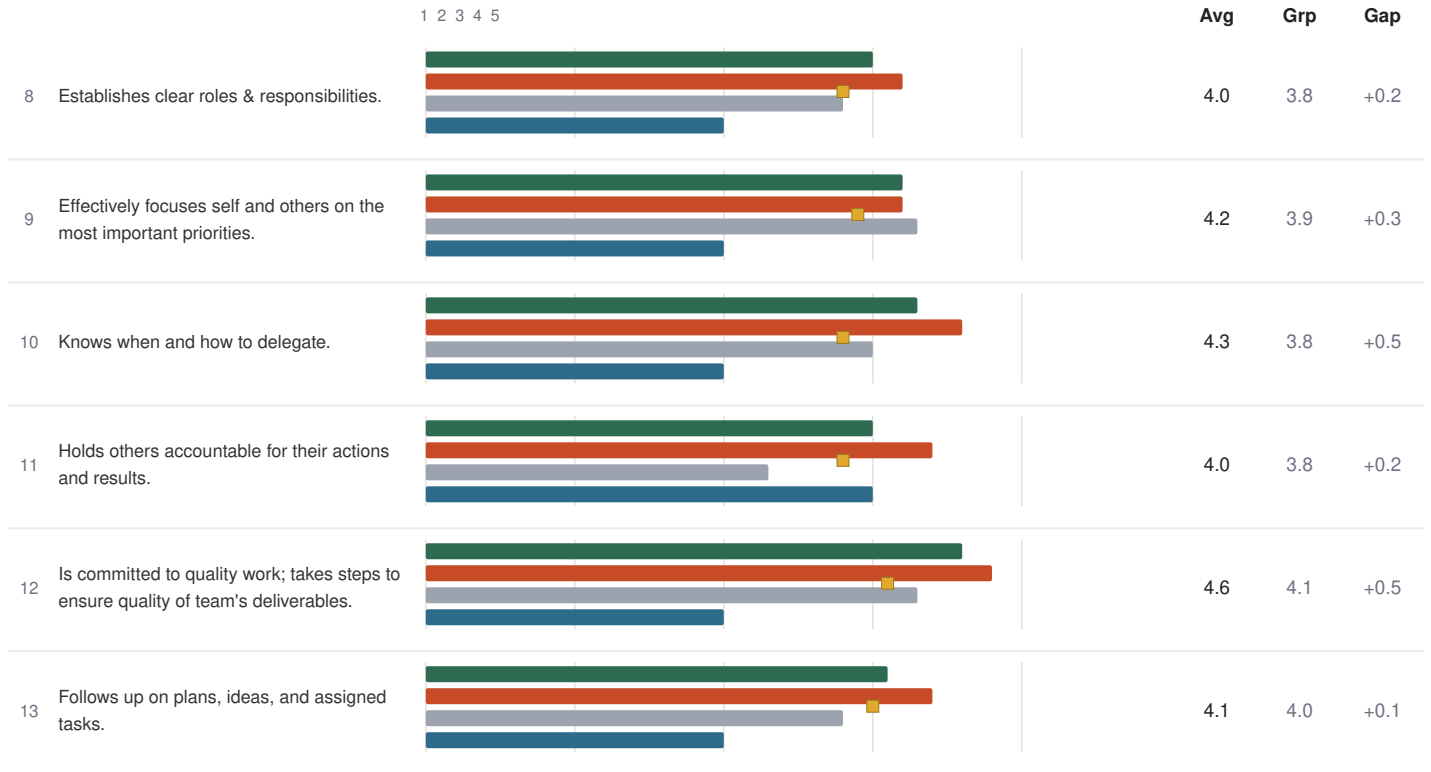


COMPETENCY ANALYSIS

Operational Effectiveness

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding

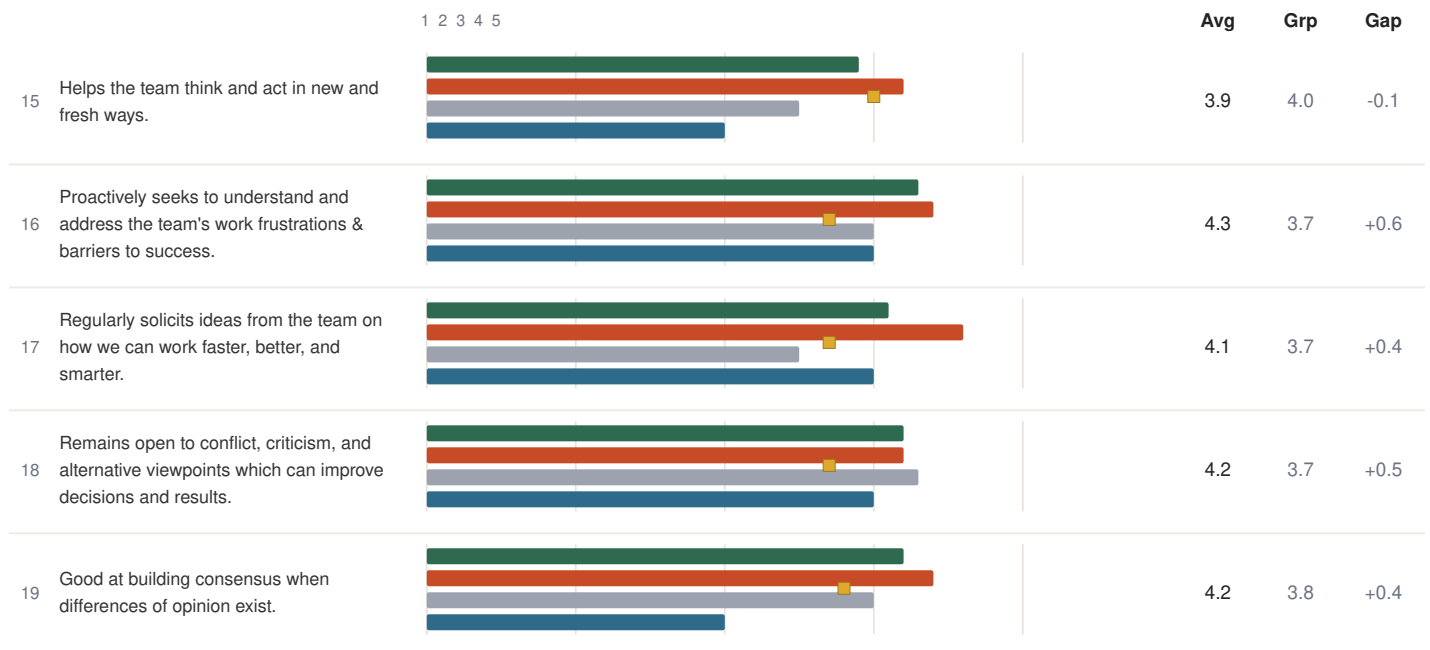


COMPETENCY ANALYSIS

Problem-solving & Innovation

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding

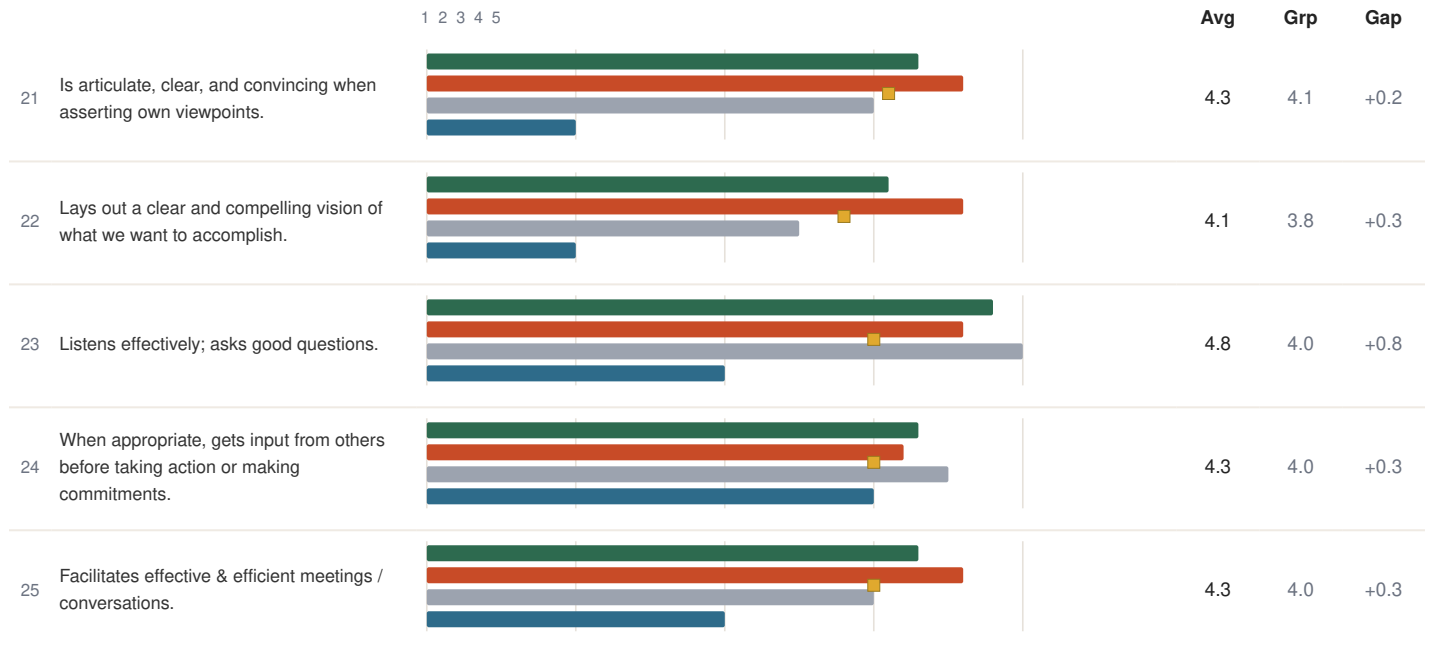


COMPETENCY ANALYSIS

Communications

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding



COMPETENCY ANALYSIS

Trust

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding

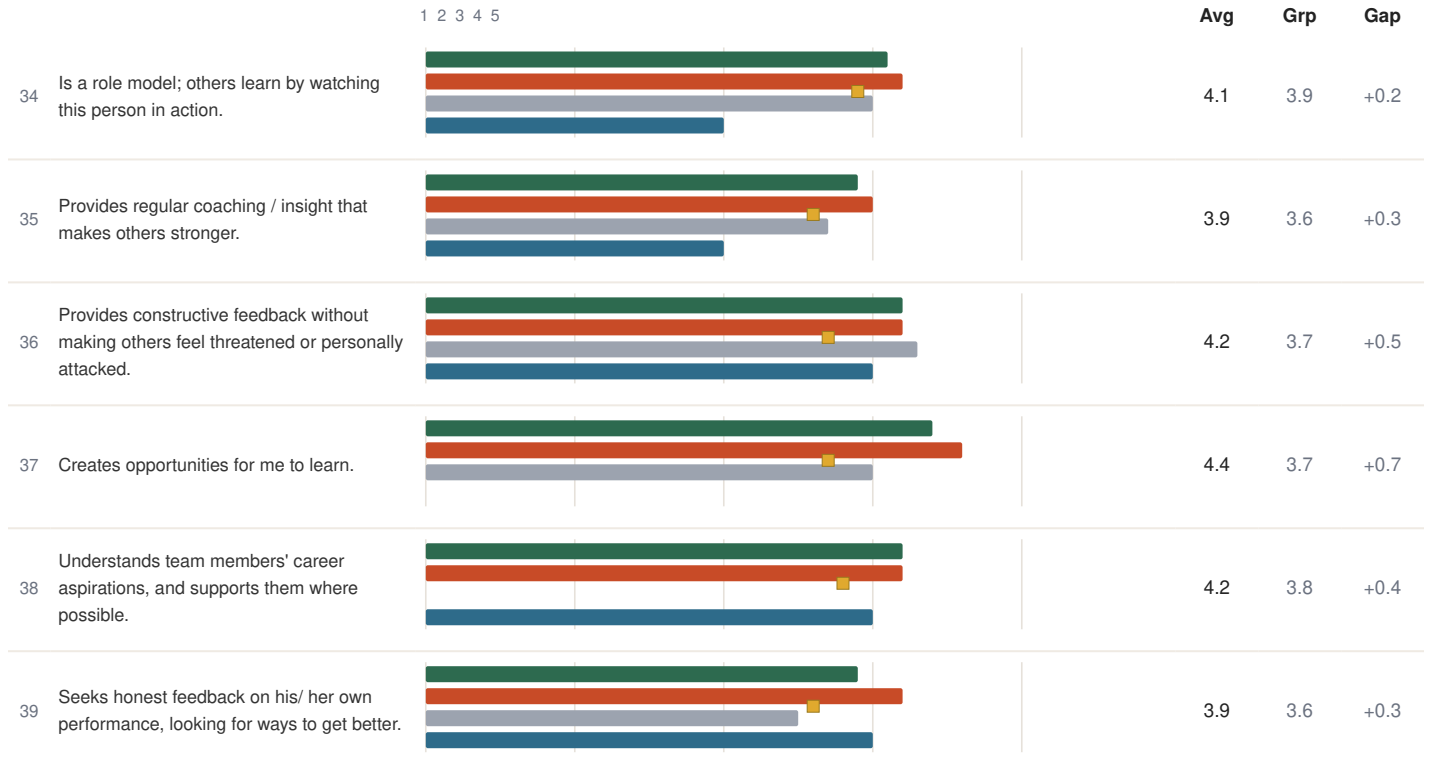


COMPETENCY ANALYSIS

Learning & Development

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding

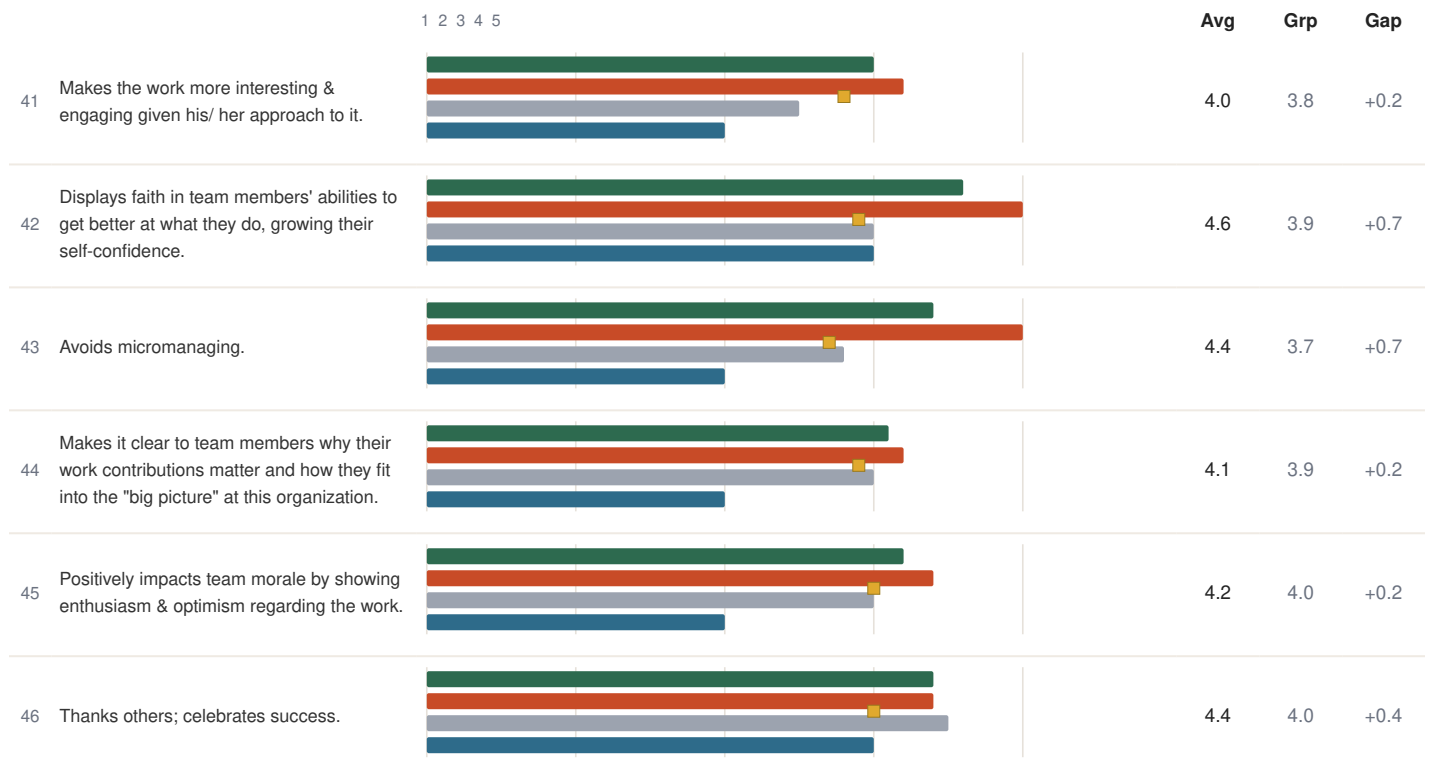


COMPETENCY ANALYSIS

Ability to Motivate

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding



COMPETENCY ANALYSIS

Relationship-building

■ Overall Avg
 ■ Direct Reports
 ■ Other Colleagues
 ■ Self
 ■ Group benchmark

Scale: 1 Weakness · 2 Below average · 3 Average · 4 Above average · 5 Outstanding

