



Development Report.

July 6, 2026

PREPARED FOR

George Burdell

ORGANIZATION

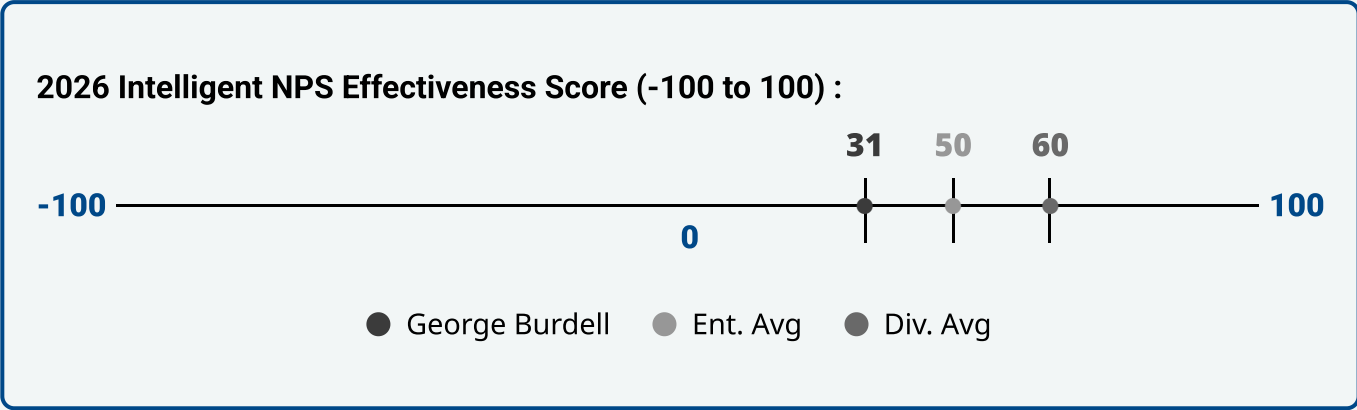
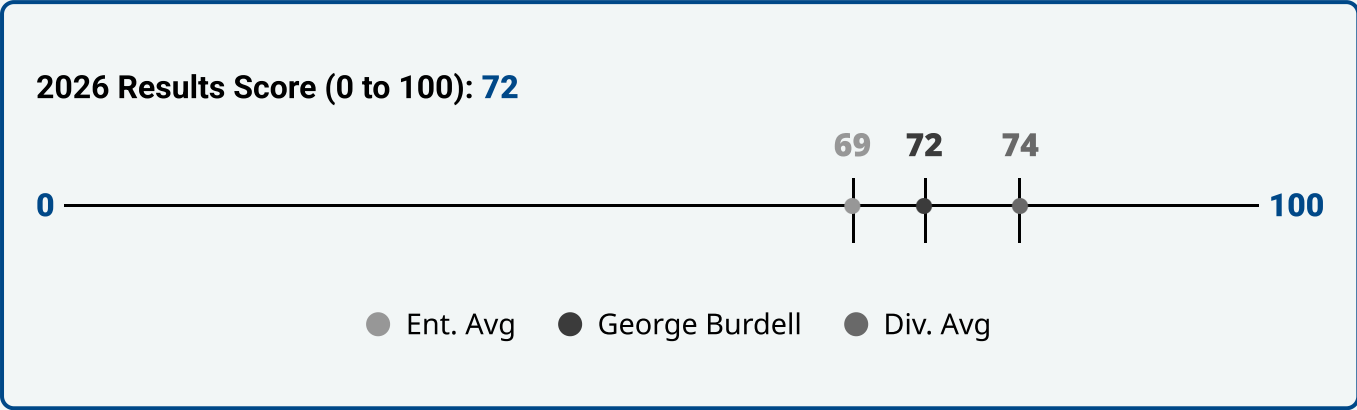
Product & Analytics Division

ENTERPRISE

Acme Corporation

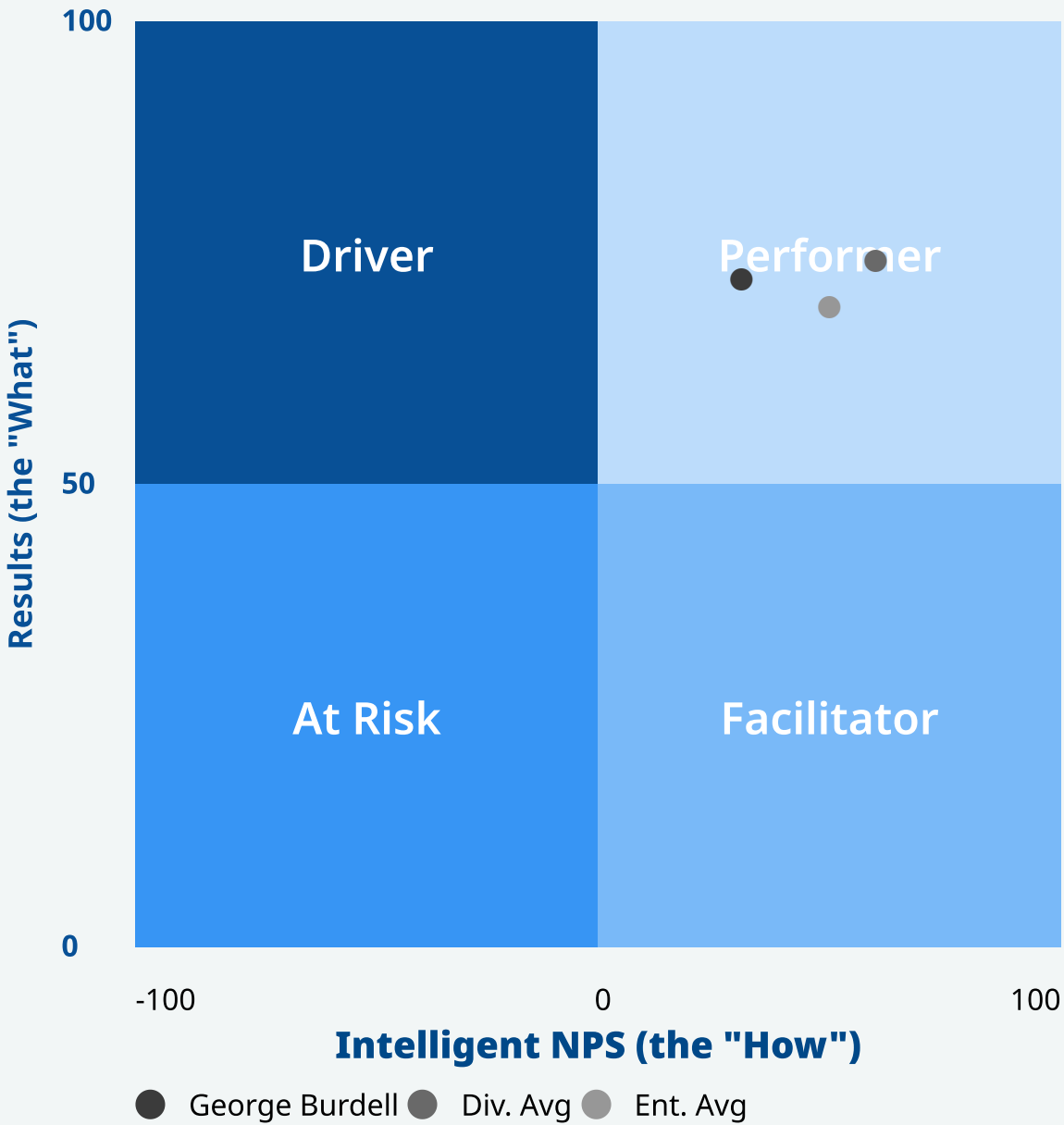


Executive Overview



You, your organization and the broader enterprise all consistently deliver strong results and demonstrate effective, values-aligned leadership approaches. This suggests full alignment across individual, team, and organizational levels, characterized by a cohesive high-performance culture throughout.

Your openness to feedback is evident in your willingness to incorporate data-driven insights from multiple functions and adjust approaches based on results. Peers and your team describe you as grounded in facts and transparent in your reasoning, which fosters credibility in complex discussions. Your strength in managing complexity shows in how you structure ambiguous projects into clear steps, keeping execution steady under pressure. Both peers and your team emphasize your accountability, noting that commitments are met without follow-up and that your reliability sustains delivery through demanding cycles. At the same time, your manager highlights areas for development in ruthless prioritization, as your deep involvement in operational details sometimes limits strategic perspective and adoption of key initiatives. Across groups, signals converge around talent management and influencing others as further development areas. Peers and your team observe that a stronger coaching focus and earlier engagement with stakeholders would enhance collective ownership and cross-functional alignment.



Top Leadership Strengths:

- > Openness to Feedback
- > Managing Complexity
- > Accountability

Overall Top Dev Opportunities:

- > Ruthless Prioritization
- > Talent Management
- > Influencing Others

Results Score Detail (The "What")

OKR 01: Improve Customer Insight and Dashboard Adoption

- > Increase dashboard usage
- > Expand feature adoption
- > Enhance data-driven decision making

Manager Rating: 9
Weight: 1/4

OKR 04: Enhance Cross-Functional Collaboration

- > Improve team coordination
- > Align cross-department efforts
- > Reduce duplicate work

Manager Rating: 7
Weight: 1/4

OKR 02: Develop Leadership Pipeline

- > Identify potential successors
- > Provide coaching and mentorship
- > Improve promotion readiness

Manager Rating: 5
Weight: 1/4

OKR 03: Achieve Strong Revenue and Margin Performance

- > Maintain customer retention
- > Optimize margins
- > Drive near-target revenue achievement

Manager Rating: 8
Weight: 1/4

Result Score

$$\text{OKR 01 (9*1/4)} + \text{OKR 02 (5*1/4)} + \text{OKR 03 (8*1/4)} + \text{OKR 04 (7*1/4)} * 10 = \mathbf{72}$$

Manager Calibration

Hard Grader

Avg. Grader

Easy Grader

Manager Comments

- > OKR 1: Delivered on schedule, solid design, good business visibility; however, adoption is at 60% of target.
- > OKR 2: Promoted one strong performer but the second candidate stalled; focus on delivery over coaching limits bench depth.
- > OKR 3: Achieved 98% of goal in a tough year; customer retention and margin management helped offset challenges.
- > OKR 4: Effective internal collaboration but inconsistent cross-functional alignment; quicker moves can lead to duplicate efforts.

Analysis and Implications

You delivered strongly on three of four outcomes, with one area showing a partial gap to expectations. You achieved 98 percent of the annual revenue goal in a difficult operating year, using disciplined margin management and customer retention to stabilize results. The customer analytics dashboard launched on schedule with a well-structured design that increased business visibility, though adoption reached only about 60 percent of the target user base. Internal collaboration improved through structured coordination and reliable execution, though cross-functional alignment remained inconsistent and at times produced duplicate efforts. The development of successors for director-level roles lagged, as one high-performing candidate advanced but a second did not, reflecting limited coaching focus and reduced depth in the promotion pipeline.

Intelligent NPS Score Detail (The "How")

Sentiment Analysis

01. Peer's Sentiment:

Average Sentiment Score: 0.59

Peer sentiment reflects measured but genuine appreciation for your reliability, analytical precision, and consistent delivery of complex commitments. Peers value your disciplined approach to execution, data-driven judgment, and ability to bring clarity in high-stakes projects, which together establish confidence in your leadership and business acumen. Peer sentiment is tempered by frustration with limited collaboration and alignment across teams, as your preference for speed and control sometimes leaves others feeling excluded from key decisions. Peers also point to leadership depth as an unmet need, noting that your focus on execution outpaces your investment in developing successors.

02. Direct Report's Sentiment:

Average Sentiment Score: 0.62

Direct report sentiment toward you is strongly positive, reflecting a team that trusts your reliability and respects your precision in execution. Your team credits you with creating clarity around expectations, maintaining accountability, and delivering commitments on time and to a high standard. What keeps sentiment from reaching an even higher level is a consistent view that your drive for results sometimes comes at the expense of broader alignment and individual development. The team experiences you as a disciplined, fact-based leader whose focus on outcomes anchors performance but leaves limited space for coaching, recognition, or forward-looking career discussions.



Overall Intelligent NPS Score:

31

Score Calculation

Peer Intelligent NPS (28) + Direct Report Intelligent (32) / 2 = 31

28

Score Calculation

Peer Intelligent NPS
Score:

32

Score Calculation

Direct Report Intelligent
NPS Score:

Analysis and Implications

You hold a moderately positive reputation as a colleague and manager, indicating that most stakeholders endorse working with you while a meaningful share express ambivalence. Your credibility rests on reliability, delivery consistency, and analytical rigor. Stakeholders describe you as a steady operator who delivers on commitments, structures complex work effectively, and keeps execution disciplined and fact-based. Confidence in your competence drives advocacy, while a narrower focus on results and limited emphasis on coaching or collaboration constrains enthusiasm. The score would rise through stronger cross-functional engagement and more visible investment in developing others, signaling that partnership and growth receive equal weight alongside execution.

Strength #01: Openness to Feedback

Insight

Peers, direct reports, and your manager align on your openness to feedback as a consistent strength in this feedback, describing someone who listens carefully to input, values constructive challenge, and adapts processes or communication approaches to improve team effectiveness. Peers describe you as data-driven and fact-based in discussions, welcoming scrutiny of your analysis and integrating others' perspectives to sharpen recommendations. Direct reports note that you clarify expectations and adjust priorities when feedback reveals a better path, giving them confidence that their input influences outcomes. Your manager echoes this, observing that your responsiveness to feedback supports steady execution and reflects genuine receptivity rather than formality.

Impact

Your openness to feedback has a stabilizing effect on your leadership presence. By engaging directly with critique and showing visible changes in response, you signal that improvement is part of your operating standard rather than a reaction to pressure. Research on feedback cultures indicates that this behavior increases psychological safety and makes others more willing to surface issues early, which strengthens execution quality. Within your organization, your receptivity reinforces the credibility of your accountability focus-people see that you hold yourself to the same learning standard you expect from them. Over time, this pattern builds trust in your judgment and encourages peers and direct reports to approach you with candor, which strengthens both collaboration and decision speed.

Leverage

Amplify Growth Through a Feedback Mindset

01

Dweck's research on growth mindset offers a powerful frame for expanding how you interpret and apply feedback at senior levels. By approaching critique not as validation but as data for refinement, you can turn already high performance into sustained learning agility. Applying this lens helps you model openness that encourages others to speak candidly and stretch their own boundaries.

[Mindset, Dweck](#)

Elevate Candid Dialogue Across Your Organization

02

Writing in Harvard Business Review, the authors of "Create a Culture Where People Are Open to Feedback" outline how leaders can move beyond individual receptivity to shape entire systems that invite honesty and trust. You'll find strategies for sustaining transparency even under pressure, ensuring your openness to input cascades across teams and functions.

[Create a Culture Where People Are Open to Feedback](#)

Harness Feedback as a Strategic Leadership Advantage

03

In "Why Asking For Feedback Can Be A Key To Success," the article explores how proactively seeking input strengthens credibility and engagement. By requesting feedback on your own performance, you reinforce accountability and show that learning doesn't stop with seniority-helping your teams feel safe to do the same.

[Why Asking For Feedback Can Be A Key To Success](#)

Strength #02: Managing Complexity

Insight

What peers and direct reports describe about your ability to manage complexity is specific and consistent, painting a picture of someone who brings order and clarity to situations with many moving parts, quickly identifies the core issues, and charts a workable path forward. Across respondent groups, people describe you as calm and analytical when challenges escalate, digging into details without getting lost in them. Peers emphasize your ability to ground discussions in data, which gives your assessments credibility in cross-functional reviews. Direct reports highlight how you simplify complex work into clear priorities and concrete steps, ensuring alignment even under pressure. Your manager reinforces this view, noting that your financial discipline and operational insight enable you to connect decisions directly to business outcomes.

Impact

Your ability to handle complexity has a clear stabilizing effect on execution. When projects involve multiple data sources, cross-functional inputs, or shifting priorities, you absorb detailed information quickly and identify the critical path without losing pace. This steadiness keeps delivery on track and builds confidence among partners who rely on your fact-based approach. Research on decision-making under complexity shows that leaders who simplify ambiguity for others raise both clarity and accountability across teams. Your skill in bringing order to chaos allows work to progress efficiently and signals to others that disciplined thinking drives performance. This clarity strengthens operational rigor and reinforces a culture that values precision and follow-through.

Leverage

Scale Strategic Thinking in Complex Environments

01

Lafley reframes competitive strategy as a deliberate act of choice - deciding where to play and how to win amid shifting systems and interdependencies. His framework helps you elevate pattern recognition and scenario thinking so you can navigate strategic complexity with sharper focus and broader impact. Use it to move from managing complexity to shaping it at the enterprise level.

[Playing to Win, Lafley](#)

Expand Your Leadership Lens on System Dynamics

02

Writing in this piece, the author argues that managing complexity means resisting oversimplification and holding multiple truths in view at once. It challenges accomplished operators to go beyond reductionist thinking and instead apply integrative reasoning that balances detail with adaptability. For a leader already skilled in analysis, this offers ways to amplify systemic awareness and discern leverage points more effectively.

[Managing Complexity In An Age Of Oversimplification](#)

Harness Smart Simplicity to Amplify Impact

03

In this HBR-style exploration, "Smart Simplicity" highlights how organizations can cut through needless complication without losing nuanced understanding. The framework invites you to use complexity as an asset - aligning structures and collaboration patterns so they reinforce, rather than dilute, performance. It's a powerful next step for extending analytical clarity into organizational design that scales.

[The Smart Simplicity Approach](#)

Strength #03: Accountability

Insight

You earn credibility from every stakeholder through your accountability, which shows up as honoring every commitment, setting precise expectations, and driving work to completion without others needing to follow up. Peers and direct reports consistently describe you as one of the most reliable leaders to partner with, confident that when you commit to a deliverable, it will arrive on time and to a high standard. They highlight your focus on clarity and structure, particularly in complex initiatives where you define priorities and keep execution steady. Your manager reinforces this view, citing your disciplined delivery on major goals such as the customer analytics dashboard and annual revenue target.

Impact

Your approach to accountability anchors the organization in dependable delivery and operational discipline. By holding yourself and your team to clear standards and following through without exception, you create predictability that strengthens execution under pressure. Research on high-performing teams shows that reliability and clarity of expectations directly increase trust and speed of coordination. Your rigor around commitments builds confidence in your leadership and enables efficient decision making across functions. At the same time, accountability cultures shaped by high personal ownership often drive short-term excellence more easily than long-term development. The precision and consistency you model set a benchmark for performance that keeps results on track and establishes a strong foundation for broader organizational credibility.

Leverage

Elevate Accountability into a Culture Multiplier

01

Accountability fuels high performance, but turning it into a shared mindset can transform entire teams. Worrall explores how leaders make ownership contagious—embedding clarity, integrity, and follow-through at every level. Her framework helps you extend your impact by scaling personal reliability into an organizational habit of alignment and delivery.

[Accountability Leadership, Worrall](#)

Amplify Results Through Humble, High-Standard Leadership

02

In this Harvard Business Review classic, “Level 5 Leadership” highlights leaders who pair fierce resolve with deep humility. It offers perspective on how to channel your high bar for results into collective greatness—balancing personal accountability with empowerment that inspires enduring commitment across teams.

[Level 5 Leadership](#)

Strengthen Alignment Through Conversational Accountability

03

Writing in Harvard Business Review, “Leadership Is a Conversation” reframes accountability as an ongoing dialogue rather than a one-way cascade. It provides practical insight into how to sustain clarity while deepening mutual ownership—so your fact-driven communication becomes an engine for shared accountability and cross-functional cohesion.

[Leadership Is a Conversation](#)

Development Opportunity #01: Ruthless Prioritization

Insight

Making sure you prioritize the work that drives the greatest strategic value while saying no to lower-impact tasks is a key area of development for you. Peers and direct reports describe you as carrying a large volume of responsibilities at once, which dilutes focus and leaves limited capacity for step-back thinking. Several respondents noted that you stay deeply involved in the details and move quickly to execution before engaging others, which limits space for longer-term planning and relationship building. Your manager and team both observed that by taking on too much personally, you restrict time for coaching others and for building the cross-functional alignment that would multiply your effect through others.

Impact

The lack of ruthless prioritization limits your ability to lead at scale. When you accept too many parallel initiatives, you struggle to direct sustained attention to the few issues that drive the most value. As a result, strategic work such as coaching high-potential talent or shaping cross-functional alignment receives less focus than urgent operational activity. This pattern leaves you working deeper in the weeds than necessary and slows the development of those around you who could absorb more responsibility. Research on executive effectiveness shows that leaders who sharpen their priorities amplify impact through clarity of focus and delegation, while those who carry too much risk exhausting their capacity and diluting organizational energy.

Grow

01

Clarify What Truly Matters and Cut the Rest

You'll learn how to distinguish between what's merely important and what's essential, making tough calls about focus and trade-offs. Practical frameworks such as the Eisenhower Matrix and the Pareto Principle help you channel your time and your team's effort toward what really drives results. This resource supports you in building the discipline to say no decisively and redirect energy where it counts most.

[Ruthless Prioritization](#)

02

Shift From Doing It All to Developing Others

Wiseman shows how leaders can shift their mindset from being the smartest in the room to creating space for others to think and own outcomes. You'll build your capacity to delegate, coach, and multiply capability so the team executes critical priorities without your constant intervention. This book helps you reclaim focus for strategic priorities while increasing engagement and accountability among your people.

[Multipliers, Wiseman](#)

03

Break the Cycle of Urgency to Think Strategically

Writing in Harvard Business Review, the authors outline how leaders can escape the trap of constant firefighting and make room for the initiatives that truly move the business forward. You'll gain tools to separate the urgent from the important and structure your week around strategic priorities. Applying these practices enables you to stay focused on long-term value creation instead of reacting to noise.

[Are You Always Chasing the Urgent at the Expense of the Strategic ...](#)

04

Focus Your Resources Where They Create the Most Value

Sandberg's guidance reframes ruthless prioritization as a discipline of focus, not effort. She challenges you to identify the few initiatives that truly deserve your time and the courage to drop even good ideas when they dilute impact. You'll build sharper clarity on what matters most and help your team do the same.

[Sheryl Sandberg Just Gave Some Brilliant Career Advice. Here It Is ...](#)

05

Avoid Hidden Biases That Derail Smart Choices

In this Harvard Business Review classic, the authors reveal the mental traps that can distort judgment and lead to poor prioritization. You'll learn to spot these cognitive pitfalls-such as anchoring and confirmation bias-and apply checks that keep decisions aligned with your strategic intent. Strengthening this awareness improves how you allocate attention, resources, and energy across competing demands.

[The Hidden Traps in Decision Making](#)

Development Opportunity #02: Talent Management

Insight

Peers and direct reports flag talent management as a development area, describing a pattern in which you handle urgent work smoothly but do not invest enough attention in developing and positioning people for long-term success. Several direct reports said you step in to solve problems instead of coaching through them, which limits their growth and readiness for higher-level responsibility. Your manager and peers both noted that you have capable individuals on the team but lack a clear bench for future needs. Multiple respondents described gaps in collaboration and cross-functional alignment that make it harder to identify and cultivate emerging talent across boundaries.

Impact

Your limited focus on developing and positioning talent has ripple effects on both performance and scalability. When you step in to solve problems yourself instead of coaching through them, you restrict growth in the next layer of leaders and leave the team dependent on your direct input. This slows decision-making and weakens readiness for future demands. Research on executive effectiveness shows that leaders who fail to build bench strength face higher turnover among ambitious performers and reduced collaboration across functions. Your current approach keeps execution tightly controlled but narrows the pool of capable successors, which limits your capacity to extend influence and sustain results as responsibilities expand.

Grow

01

Develop a Systematic Approach to High-Potential Growth

Gain a structured playbook for identifying and developing future leaders across your organization. You'll learn how to connect succession planning, performance management, and career development to create a cohesive pipeline strategy rather than a series of disconnected efforts. Practical frameworks help you coach individuals for growth while aligning their aspirations with business needs.

[*The Talent Management Handbook, Third Edition, Acquiring.*](#)

02

Link Talent Strategy Directly to Business Outcomes

Lawler shows how to integrate talent planning with business strategy, ensuring your development and deployment decisions serve long-term organizational goals. The focus on skills-based planning helps you prioritize high-impact roles and build depth in critical areas. You'll come away with tools to evolve from reactive people decisions to a proactive, strategy-led talent system.

[*Reinventing Talent Management*](#)

03

Co-Create Solutions Through Cross-Functional Collaboration

In this HBR piece, the authors outline eight practical levers that enable teams to collaborate across boundaries without diluting accountability. You'll discover how shared purpose, open information flow, and intentional trust-building all accelerate execution. Applying these ideas helps you bring peers in earlier, align agendas, and prevent redundant work.

[*Eight Ways to Build Collaborative Teams*](#)

04

Lead by Empowering, Not Directing

Marquet's naval leadership story provides a blueprint for shifting from command-and-control to empowerment and shared ownership. You'll see how distributing decision-making authority builds capability faster than traditional direction. For a leader looking to strengthen coaching and expand team capacity, the model offers tangible ways to let others "own" outcomes while maintaining clarity of intent.

[*Turn the Ship Around, Marquet*](#)

05

Prevent Collaboration from Becoming Bottlenecked or Draining

Writing in Harvard Business Review, the authors show how excessive involvement and unstructured teamwork can stall progress instead of improving it. The article helps you diagnose when collaboration adds value versus when it diffuses accountability. You'll learn how to design collaboration intentionally-enabling strategic input early on while preserving focus and efficiency in execution.

[*Collaborative Overload*](#)

Development Opportunity #03: Influencing Others

Insight

The feedback identifies influencing others as a gap, specifically the work of persuading and gaining support through engagement and shared ownership rather than authority or data alone. Peers and direct reports describe a pattern in which you present well-formed ideas but do not always bring others into the process early enough for them to feel invested. Several peers note that when decisions come fully shaped, colleagues align out of obligation rather than conviction. Direct reports link this to limited cross-functional collaboration, saying they see smoother execution when you slow down and invite input before commitments are set. Your manager aligns with this view, emphasizing that deeper relationship-building and context listening would expand your influence beyond formal authority.

Impact

Your limited use of persuasion has reduced your influence across functions and slowed alignment on major initiatives. When you present fully formed plans without early input, peers feel excluded from shaping the outcome, which weakens advocacy and delays execution. Research on executive influence shows that leaders who rely on authority or data alone struggle to build durable buy-in or shared ownership, especially in matrix environments. The result for you is a narrower coalition of support and more friction when decisions reach implementation. Over time, this pattern constrains your ability to drive cross-functional collaboration and limits how effectively your vision translates into coordinated action.

Grow

01

Shape Shared Decisions Through Collaborative Influence

Moving from authority-driven influence to co-created alignment requires a deliberate shift toward engaging others early and building shared ownership. “Why Influence Is a Two-Way Street” highlights how mutual understanding and respect for others’ perspectives produce more sustainable buy-in. You’ll take away practical ways to widen your circle of input and shape decisions that feel collectively owned.

[Why Influence Is a Two-Way Street](#)

02

Activate a Coaching Mindset to Grow Talent

To build bench depth and empower emerging leaders, you’ll need to coach rather than direct. In “Radical Candor,” Scott illustrates how to challenge directly while caring personally, helping you balance accountability with empathy. Applying this framework enables you to guide others to their own solutions, strengthening confidence and capability across your team.

[Radical Candor, Scott](#)

03

Build Influence Through Organizational Savvy

Influence often depends as much on understanding the system as on presenting compelling data. In this HBR-style piece, “How to Influence People: 4 Skills for Influencing Others,” you’ll explore the subtle social, political, and relational dimensions that determine whether ideas gain traction. It offers clear ways to map stakeholders, time your asks, and adapt your message to organizational realities.

[How to Influence People: 4 Skills for Influencing Others](#)

04

Lead with Purpose to Inspire Engagement

Connecting daily work to a compelling “why” expands your credibility and impact beyond your direct span of control. In “Start with Why,” Sinek shows how purpose-driven communication builds trust and commitment that outlast authority. You’ll learn to articulate the broader meaning behind initiatives so your team feels invested in achieving the vision together.

[Start with Why, Sinek](#)

05

Strengthen Emotional Awareness to Deepen Connection

Influencing across functions depends on empathy and the ability to read the emotional climate of teams. “Building the Emotional Intelligence of Groups,” from Harvard Business Review, explains how collective emotional competence enhances collaboration and alignment. You’ll gain concrete approaches for listening with intent, recognizing unspoken tensions, and fostering psychological safety that drives joint ownership.

[Building the Emotional Intelligence of Groups](#)

Context and Definitions

About This Interval 360 Report

Leadership effectiveness is grounded in two core dimensions: 1) the ability to deliver desired outcomes and results, referred to here as the “what,” and 2) the way those outcomes are achieved and the impact that approach has on other people and stakeholders, referred to as the “how.” Looking at both dimensions together allows leaders and their organizations to make more informed talent decisions, more accurately identify high performers, and better support development, succession, and long-term growth.

This report measures these dimensions through our Results Score (the “What”) and our Intelligent NPS Score (the “How”).

Results Score

The Results Score is a straightforward measure of a leader’s progress against their performance goals. The leader’s manager first identifies the most relevant OKRs, KPIs or goals, then rates the leader’s performance on each one using a 10-point scale, with 10 representing the highest level of performance. Those ratings are then averaged and weighted according to the manager’s input to calculate the overall Results Score.

Intelligent NPS

Interval 360’s Intelligent NPS (Net Promoter Score) is a proprietary tool that incorporates sentiment analysis to more accurately identify promoters, neutrals and detractors within the familiar NPS scoring framework.

Key Terms and Definitions

2X2 Definitions

- **Performer:** A leader who consistently delivers strong results and does so in a way that has a positive impact on others and is more likely to lead to sustained performance over time.
- **Facilitator:** A leader who is experienced positively by their team and stakeholders, but is not consistently delivering the results expected in the role.
- **Driver:** A leader who delivers strong results, but does so in a way that can have a negative impact on their team, peers, or broader stakeholder relationships.
- **Underperformer:** A leader who is not consistently delivering expected results and whose leadership approach is also having a negative impact on others.

Other Definitions

Manager Calibration: Because managers vary in how they assess performance, result ratings are compared to enterprise averages to provide additional context for interpretation. Managers whose ratings fall more than one standard deviation above or below the mean are identified as either “easy” or “hard” graders, depending on whether they tend to rate higher or lower than average.

***Pro Tip!** The online version of this report includes definitions for all key terms, strengths, and development opportunities. Simply hover over any term to view its definition.