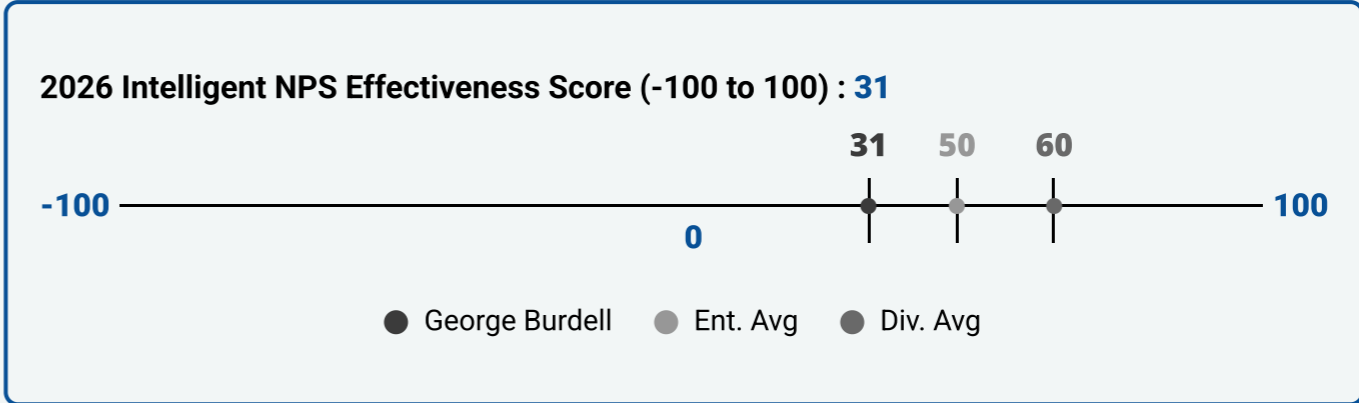
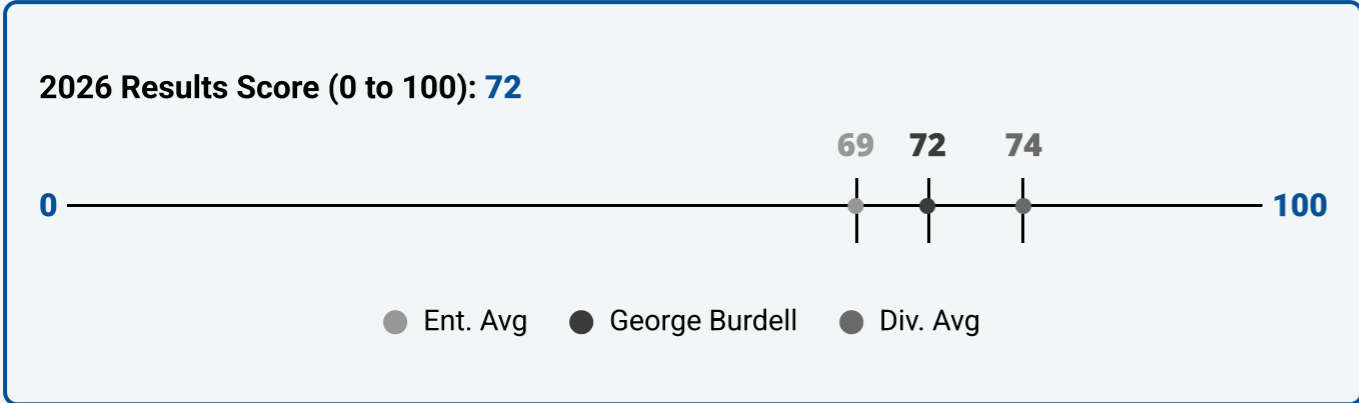


360 INTERVAL

Perfect One
Matt New Demo

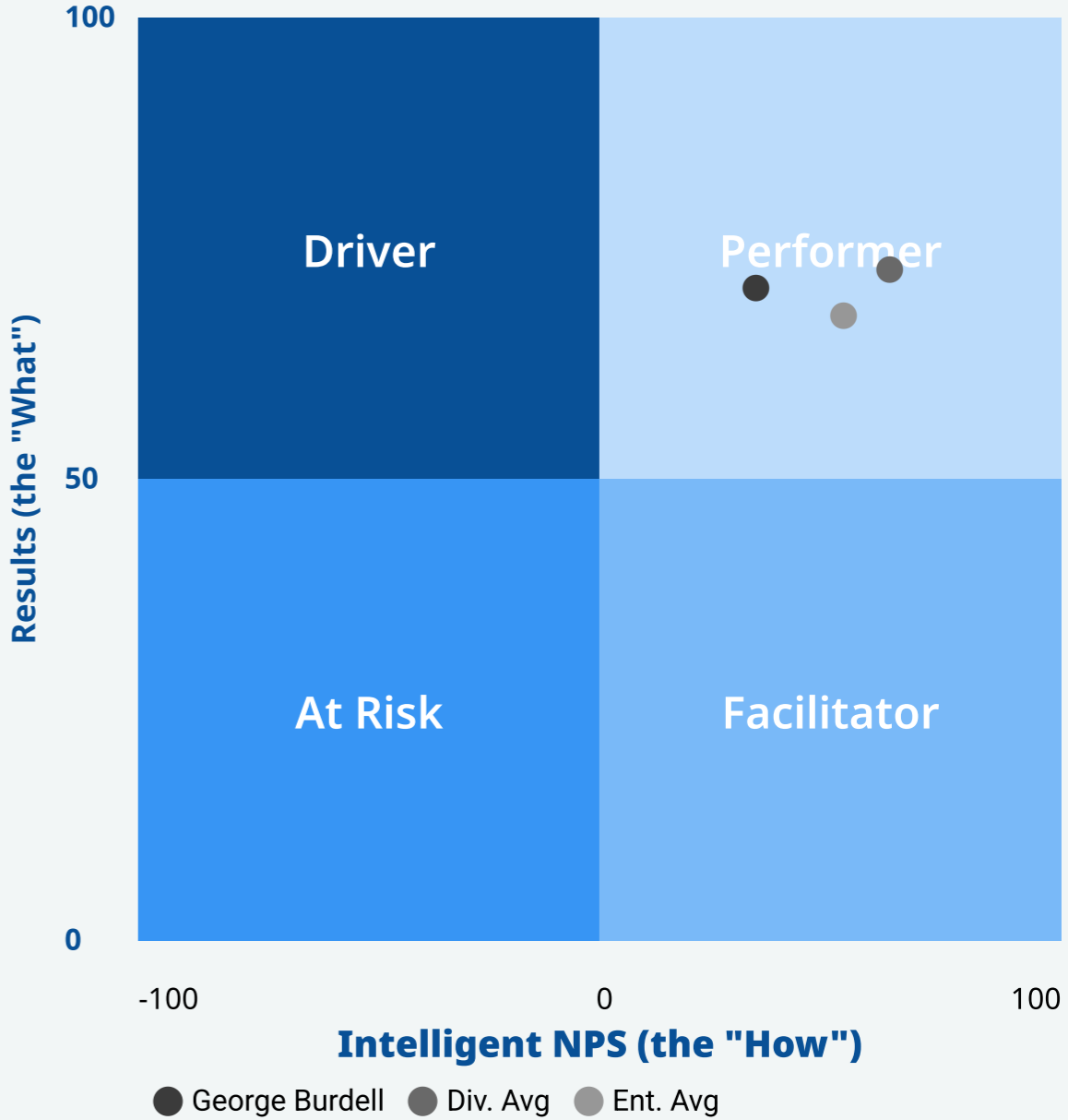
06-17-2026

Executive Overview



George Burdell, his 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.

George demonstrates a disciplined, data-driven leadership style anchored in analytical clarity, strong business acumen, and personal accountability. His ability to link operational choices to margin and growth outcomes underpins consistent delivery, including the on-schedule launch of the customer analytics dashboard and achievement of 98% of the annual revenue goal in a challenging year. His structured approach and reliability reinforce execution confidence across teams and functions. The most important development priorities include broadening his coaching and talent-development focus to build future bench strength, deepening cross-functional alignment through earlier collaboration and shared decision-making, and expanding influence by listening and co-creating rather than relying solely on data authority. To scale impact, George must shift from being the primary problem-solver to an enterprise-level leader who develops others' capability, aligns direction across organizational boundaries, and shapes strategic outcomes through inclusive engagement rather than direct control.



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 Data-Driven Customer Insights

- > Launch analytics dashboard
- > Increase user adoption
- > Enhance business visibility through data

Manager Rating: 9

Weight: 1/4



OKR 04: Strengthen Cross-Functional Collaboration

- > Promote alignment across departments
- > Reduce duplication of efforts
- > Foster faster joint execution

Manager Rating: 7

Weight: 1/4



OKR 02: Develop Leadership Pipeline

- > Identify and mentor potential successors
- > Strengthen coaching culture
- > Improve readiness for director-level roles

Manager Rating: 5

Weight: 1/4



OKR 03: Achieve Financial Growth and Retention

- > Meet revenue targets
- > Maintain strong customer retention
- > Optimize margins under pressure

Manager Rating: 8

Weight: 1/4

Result Score

OKR 01 (9*1/4) + OKR 02 (5*1/4) + OKR 03 (8*1/4) + OKR 04 (7*1/4) * 10 = **72**

Manager Calibration

Hard Grader

Avg. Grader

Easy Grader

Manager Comments

- > OKR 01: Delivered on schedule, solid design, good business visibility; however, adoption is at 60% of target.
- > OKR 02: Promoted one strong performer but the second candidate stalled; focus on delivery over coaching limits bench depth.
- > OKR 03: Achieved 98% of goal in a tough year; customer retention and margin management helped offset challenges.
- > OKR 04: Effective internal collaboration but inconsistent cross-functional alignment; quicker moves can lead to duplicate efforts.

Analysis and Implications

George delivers strong business results driven by precision, accountability, and analytical rigor. He met nearly all manager-defined outcomes, achieving 98% of the annual revenue target in a challenging market and delivering the customer analytics dashboard on schedule with solid design and business visibility, though adoption remains below goal. Bench strength development and cross-functional coordination fall short of expectations, as his focus on operational execution and speed limits coaching depth and alignment across teams. Broader 360 perspectives reinforce these findings, citing his reliability and data-driven clarity alongside repeated calls for greater collaboration, earlier stakeholder engagement, and more active talent development. Overall, his performance reflects consistent execution and high trust in delivery, with future impact hinging on scaling leadership through stronger collaboration and capability-building across functions.

Intelligent NPS Score Detail (The "How")

Sentiment Analysis

01. Peer's Sentiment:

Average Sentiment Score: 0.59

Overall peer sentiment toward George is positive. Peers consistently credit his analytical precision, business acumen, and reliability for driving operational success, citing his leadership of the customer analytics dashboard as evidence of disciplined execution and cross-functional partnership. His fact-based approach and clear accountability create confidence in delivery and decision quality. Sentiment is tempered by perceptions that he over-relies on data authority, moves ahead before achieving alignment, and underinvests in coaching and relationship-building. The balance of strong delivery confidence with moderate collaboration and influence gaps sustains his overall positive peer sentiment level.

02. Direct Report's Sentiment:

Average Sentiment Score: 0.62

Overall direct report sentiment toward George is positive. Direct reports value his precision, accountability, and technical mastery, describing an environment where expectations are clear and delivery standards are met. His fact-based approach and structured problem solving create confidence and reliability across demanding projects. Sentiment is tempered by frustration that he sometimes advances decisions without early alignment, and that his focus on execution can limit coaching, recognition, and connection to broader strategy. The balance of strong confidence in his leadership and moderate desire for greater inclusion sustains a positive overall sentiment level.


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

George's Intelligent NPS score reflects a leadership style that builds trust and credibility through consistent delivery and visible accountability. The pattern indicates strong followership among those who work closely with him, supported by peers who describe a dependable and execution-oriented collaborator. Direct reports point to his clarity of direction and fairness, though some note limited coaching depth when delivery pressure intensifies. The manager context reinforces this focus on outcomes—strong execution, but incomplete adoption of shared solutions across functions. The overall signal is solid, trusted leadership with meaningful influence that remains concentrated within his immediate span of control.

Strengths and Development Summary of Recommendations

Overview



Top Leadership Strengths:

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



Overall Top Development Opportunities:

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

Strengths Overview:

George's strengths in openness to feedback, managing complexity, and accountability are consistently recognized across functions. His openness to feedback is evident in the way he grounds discussions in data and facts, seeking clarity through evidence rather than opinion. This analytical precision strengthens decision quality and positions him as a trusted voice in cross-functional reviews. His ability in managing complexity shows through his methodical approach to ambiguous or high-pressure work, where he breaks down broad challenges into structured, executable steps. George's technical depth enables him to diagnose issues quickly and guide teams through detailed problem solving without losing sight of broader objectives. His accountability reinforces trust across teams—once he takes ownership of a deliverable, progress continues without extra oversight. Collectively, these strengths create a leadership profile defined by disciplined execution, clear thinking under pressure, and consistent delivery against commitments that advance both performance and reliability across the organization.

Development Overview:

George's development needs concentrate in talent management, ruthless prioritization, and influencing others, with the most consistent themes raised by peers and direct reports. He often moves quickly through decisions and execution, limiting early collaboration and reducing the sense of shared accountability that strengthens follow-through. In coaching settings, he frequently resolves problems himself rather than guiding others to solutions, which constrains the development of high-potential talent and leaves limited bench depth for future leadership roles. Cross-functional partners describe duplicate effort and slower coordination where he holds too much ownership, signaling a need for stronger alignment and delegation. His influencing approach relies primarily on data and authority rather than contextual listening and relationship building, which narrows his reach across functions. Greater discipline in prioritization and earlier involvement of others would create space for more coaching and influence through partnership. Progress across these areas would deepen team capability, strengthen collaboration, and increase the organization's collective execution capacity.

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.