

360° FEEDBACK REPORT
Head & Heart
Leadership Insight
Profile

GENERATED ON 1 MAY 2026



VAN STATÉN

— EXECUTIVE COACHING —

360° feedback report

Head & Heart Leadership Insight Profile

Themes selected for this assessment:

- Decision-Making & Ownership (Head)
- Influence & Visibility
- Head & Heart Alignment

Respondents for this assessment

- | | |
|---------------------|----------------------|
| ■ Jan Janssen | (Self) |
| ■ Amanda Appelman | (Supervisor) |
| ■ Casper Camelot | (Colleagues) |
| ■ Ben van den Berg | (Colleagues) |
| ■ Fadia Fahres | (External relations) |
| ■ Emma Eastend | (External relations) |
| ■ Daniëlle van Dijk | (External relations) |
| ■ Ineke Ibrovic | (Friends or Family) |
| ■ Herman Händel | (Friends or Family) |
| ■ Gerard de Groot | (Friends or Family) |

Score options:

1. Never
2. Sometimes
3. Regularly
4. Often
5. Always
- ?

Introduction

Recently, you participated in a 360° feedback process in which your behavior, skills and impact were assessed from multiple perspectives: yourself and individuals from both your professional and personal environment.

This report is based on a structured feedback methodology, informed by research on multi-source feedback, self-awareness and leadership development. Research shows that feedback from multiple perspectives contributes to increased self-awareness and more effective leadership (Atwater & Waldman, 1998).

This report is built around the Head & Heart Leadership Model. This approach is based on the principle that effective leadership emerges from the balance between:

Head — rational thinking, direction and decision-making

Heart — human awareness, connection and relational sensitivity

The collected feedback provides insight into how your behavior is perceived by others and highlights potential gaps between your self-perception and how you are experienced by your environment. These insights form a powerful foundation for reflection, development and strengthening your leadership impact.

STRUCTURE OF THE REPORT

SUMMARY

This overview provides a clear snapshot of your key strengths and development areas.

HEAD & HEART ALIGNMENT

This section highlights how your behavior reflects the balance between rational action (Head) and human-centered behavior (Heart). This balance is a key indicator of effective and sustainable leadership.

SITUATIONAL OVERVIEW

The situational overview compares your self-assessment with the average scores of your feedback providers. This makes visible the extent to which your self-perception aligns with how others experience you.

FEEDBACK AVERAGES AND DETAILS

For each dimension, you will find:

- The average score per feedback group
- A breakdown per statement
- Additional comments provided by feedback contributors

Within the breakdown per statement, the variation in responses is also displayed (e.g., $v = 2$).

This number indicates the difference between the highest and lowest score. The higher the number, the greater the variation in perception among feedback providers.

In the column marked with a question mark (?), you can see how many participants were unable to assess the statement.

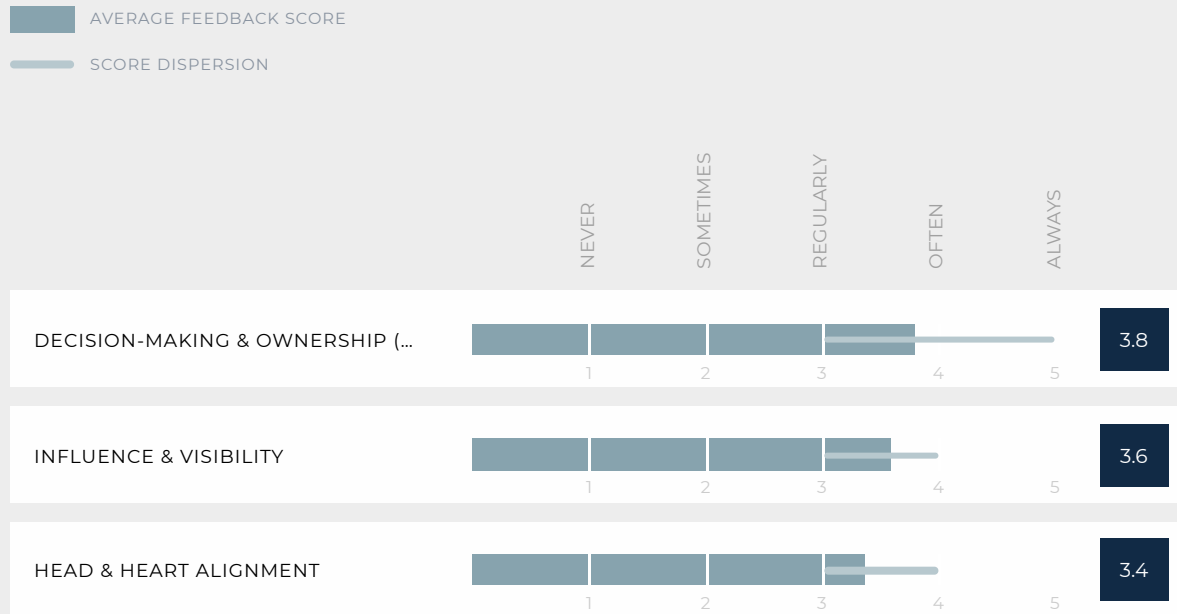
OPEN QUESTIONS

Finally, feedback providers have responded to open-ended questions regarding your behavior, collaboration and development potential.

This qualitative feedback provides additional depth and context to the scores and supports the identification of concrete development directions.

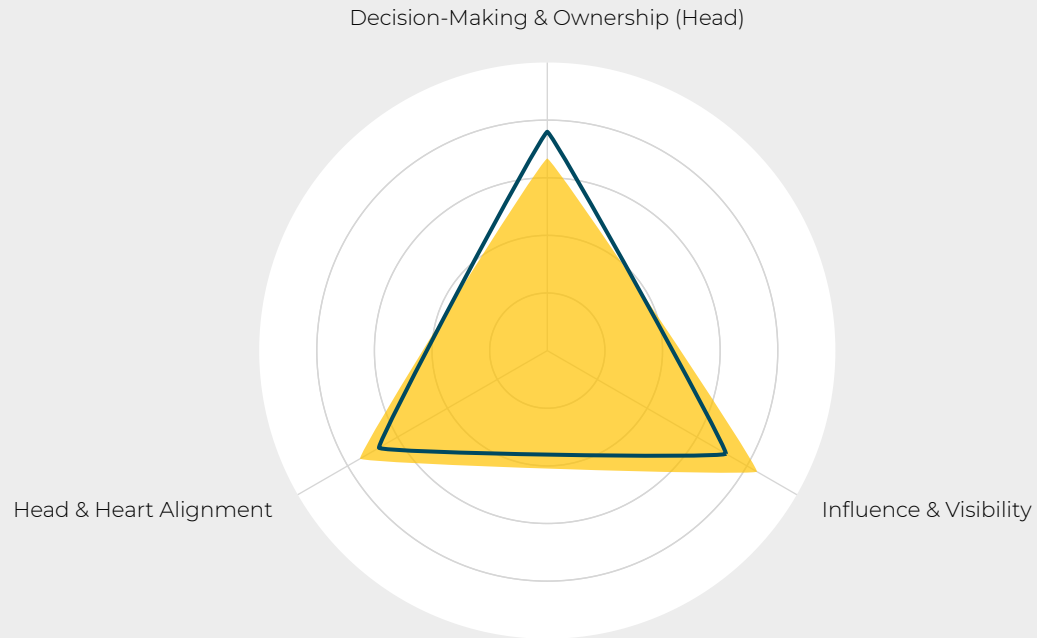
Summary

Below, we have listed the assessed themes, sorted from highest to lowest scores. The colored bar represents the average scores of all respondents combined, without distinguishing between categories. The line indicates the dispersion of scores.



Self-Reflection Quick Scan

In the diagram below, the collective feedback from all respondents (represented by the line) is compared to your self-reflection (represented by the plane). If the plane and the line align, it indicates that your self-reflection is consistent with the scores provided by the respondents. However, if there is a gap between the line and the plane, it suggests that your self-assessment differs from the perceptions of the respondents.



SELF-ASSESSMENT



AVERAGE SCORE RESPONDENTS

Theme Influence & Visibility

Reflection questions

Do you recognize the feedback from the respondents?

What personal development opportunities do you see?