

Psychometrics 360 Report



3-February-2016

John Sample

Name : John Sample

You requested feedback from the following individuals:

Louise Sample	Oscar Sample
Max Sample	Michael Sample
Charlie Sample	Anne Sample
Susan Sample	

Number of responses received:

Subordinate: 2 Other: 2 Supervisor: 1 Co-worker: 2 Total: 7

Guidelines for Reading Multi-Source Feedback:

Remember that your supervisor(s), co-workers, subordinates, and other respondents were asked for their honest feedback. They were asked to give ratings of your demonstrated behaviour to help you to identify your strengths and development areas. Therefore, you should view their responses in that context.

Your supervisor(s), co-workers, subordinates, and other respondents have provided you with their perceptions of your behaviour. This is how you come across to them, not necessarily what is objectively true.

You could receive both positive and negative feedback. Do not emphasize one or the other; look at both in balance.

Focus on looking ahead toward what you can do with the feedback:

- How you can transform negative feedback into positive change.
- How you can utilize your talents to leverage your effectiveness.

How to read the Report:

1. It is suggested that you look over the entire report first to get an overview of the results. Then look at specific competencies and the ratings you received.
2. On each page of results, you will find a chart of the specific ratings, a list of strengths, and a list of developmental areas, as well as a list of "gaps" (or areas of disagreement). Look at the highest rated competencies - these are your strengths. Think about how you could utilize those competencies more. Then look closely at the gaps. When understanding the "biggest gaps", think about why others might see you differently. Try to remove your emotion from the feedback. Focus on what you could do differently as a result of having the feedback.
3. The strengths and developmental areas indicated underneath each graph represent your relative strengths and developmental areas, not absolutes.
4. Remember that this report was prepared in a way that ensures the anonymity of the co-workers, subordinates, and other respondents who completed the questionnaire. It is normal to wonder who gave you certain ratings and why, but you will need to accept the feedback as offered. Understand individual ratings within the context of the overall feedback picture.

Rating Scale Reference

Competency Importance Ratings

You and your supervisor(s) rated the importance of 24 competencies to your work role on a 5-point scale:

1: Not Important 2-4: Important 5: Critically Important

Demonstrated Behavioural Ratings

All respondents rated how often you demonstrated a series of 125 behaviours on a 9-point scale:

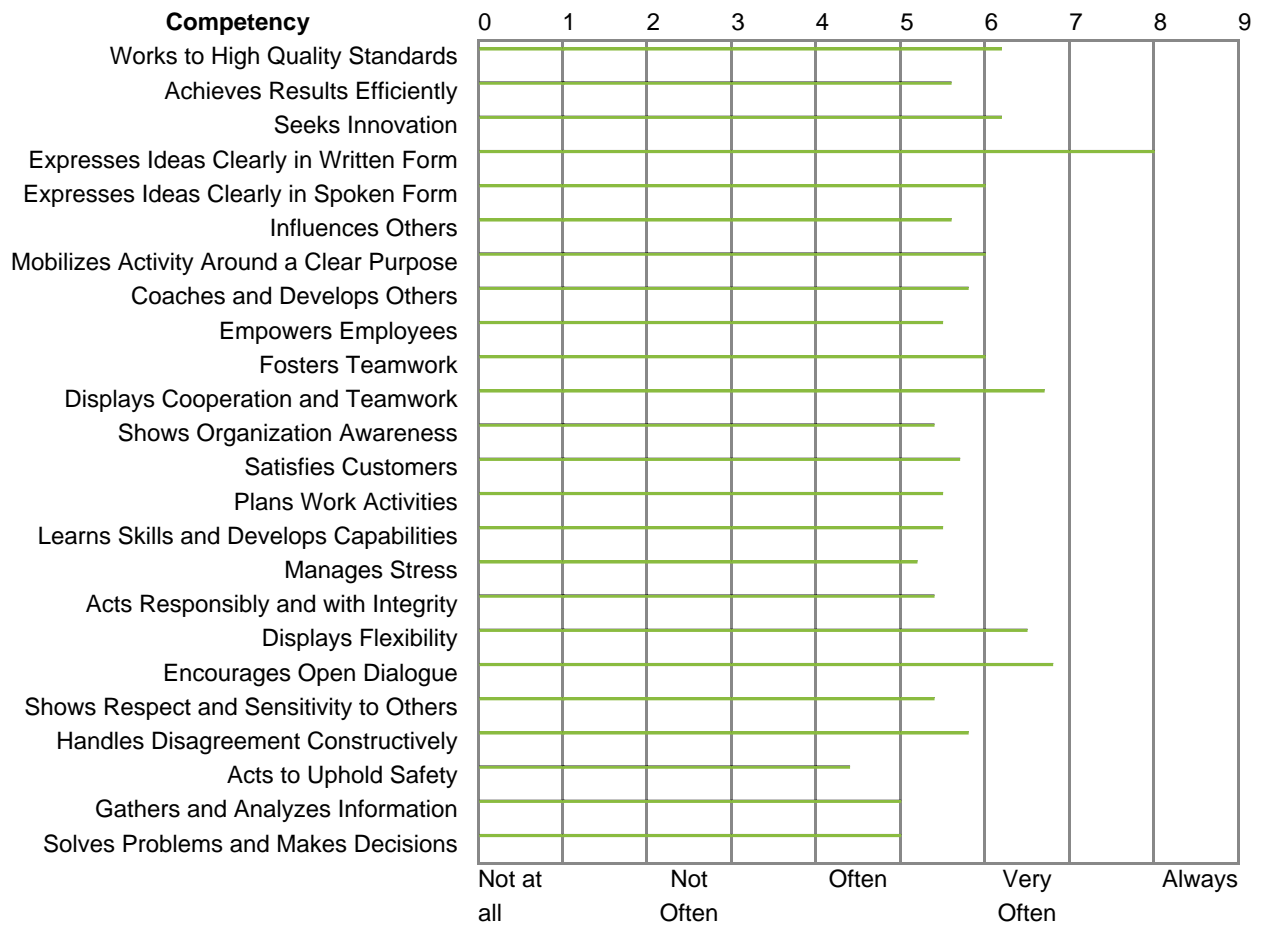
N/A: Not Applicable 1: Not at all 3: Not Often 5: Often 7: Very Often 9: Always

Self and Supervisor Ratings of Competency Importance for John Sample



■ Self ■ Supervisor

Self Ratings for John Sample



You perceive that your strengths are:

- Displays Cooperation and Teamwork
- Encourages Open Dialogue
- Works to High Quality Standards

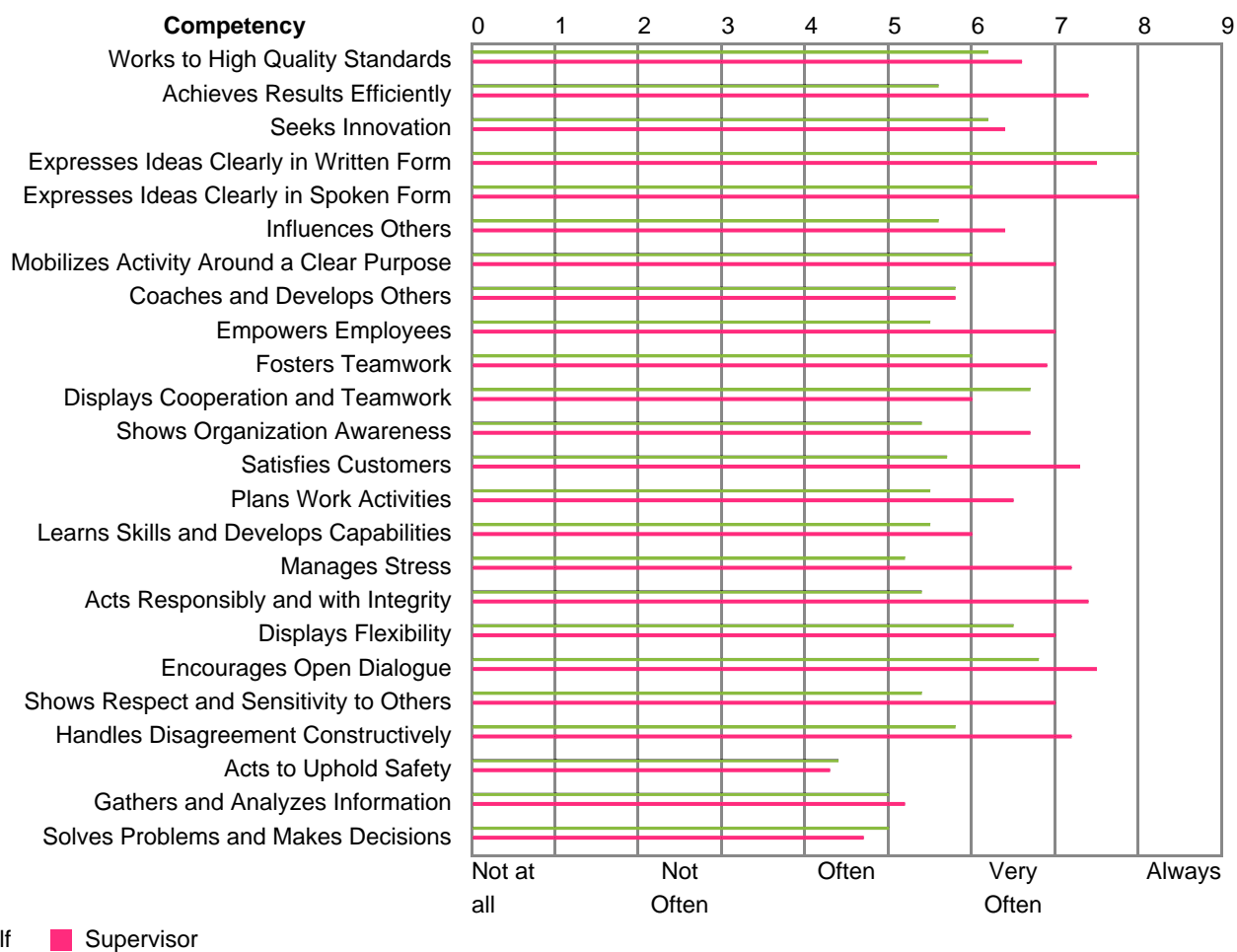
- Displays Flexibility
- Expresses Ideas Clearly in Written Form

You perceive that your developmental areas are:

- Acts to Uphold Safety
- Manages Stress
- Solves Problems and Makes Decisions

- Gathers and Analyzes Information
- Shows Organization Awareness

Self Ratings vs. Supervisor Ratings for John Sample



Your supervisor(s) perceive(s) your strengths are:

Achieves Results Efficiently
 Encourages Open Dialogue
 Expresses Ideas Clearly in Written Form

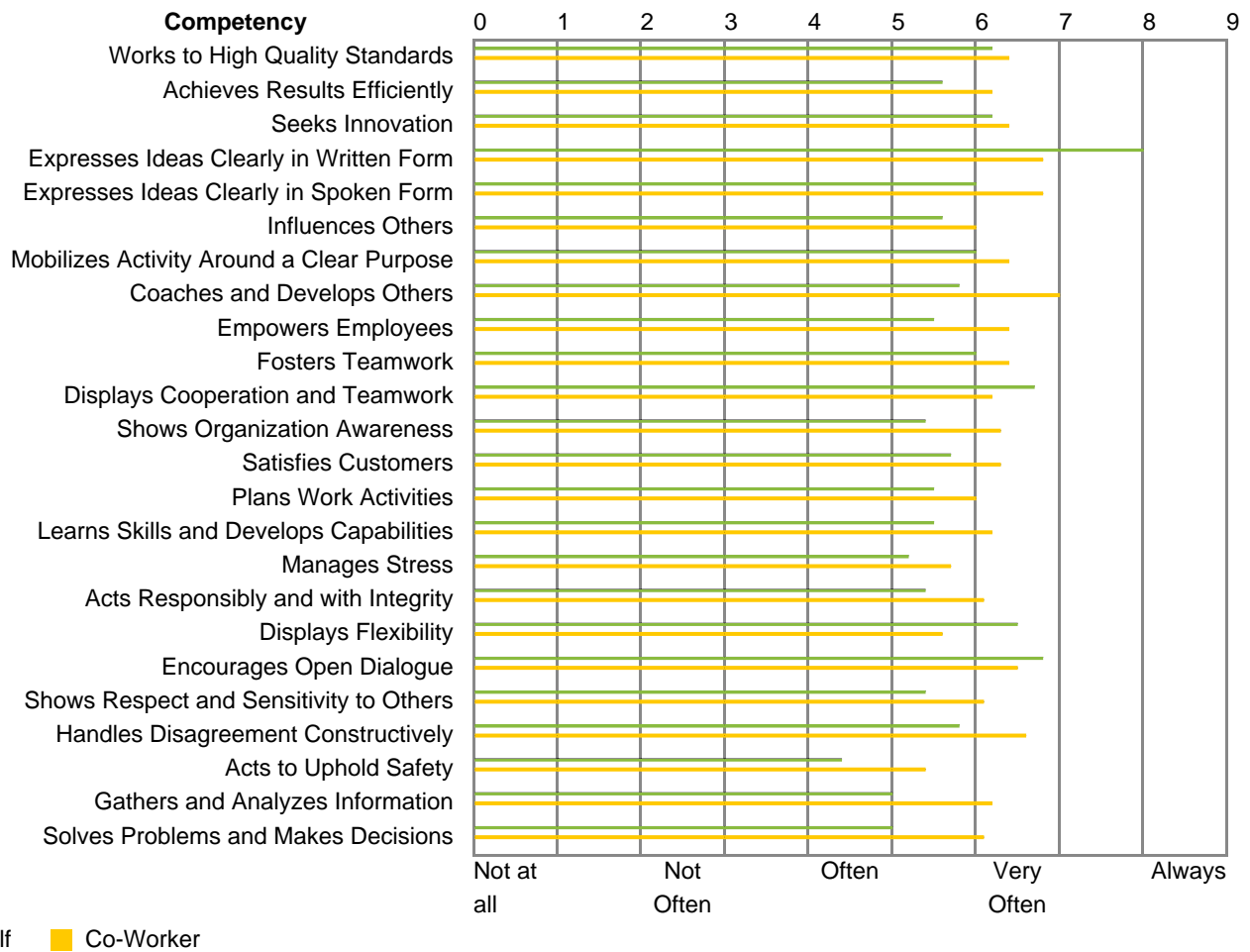
Acts Responsibly and with Integrity
 Expresses Ideas Clearly in Spoken Form

Your supervisor(s) perceive(s) your developmental areas are:

Acts to Uphold Safety
 Gathers and Analyzes Information
 Solves Problems and Makes Decisions

Coaches and Develops Others
 Learns Skills and Develops Capabilities

Self Ratings vs. Co-Worker Ratings for John Sample



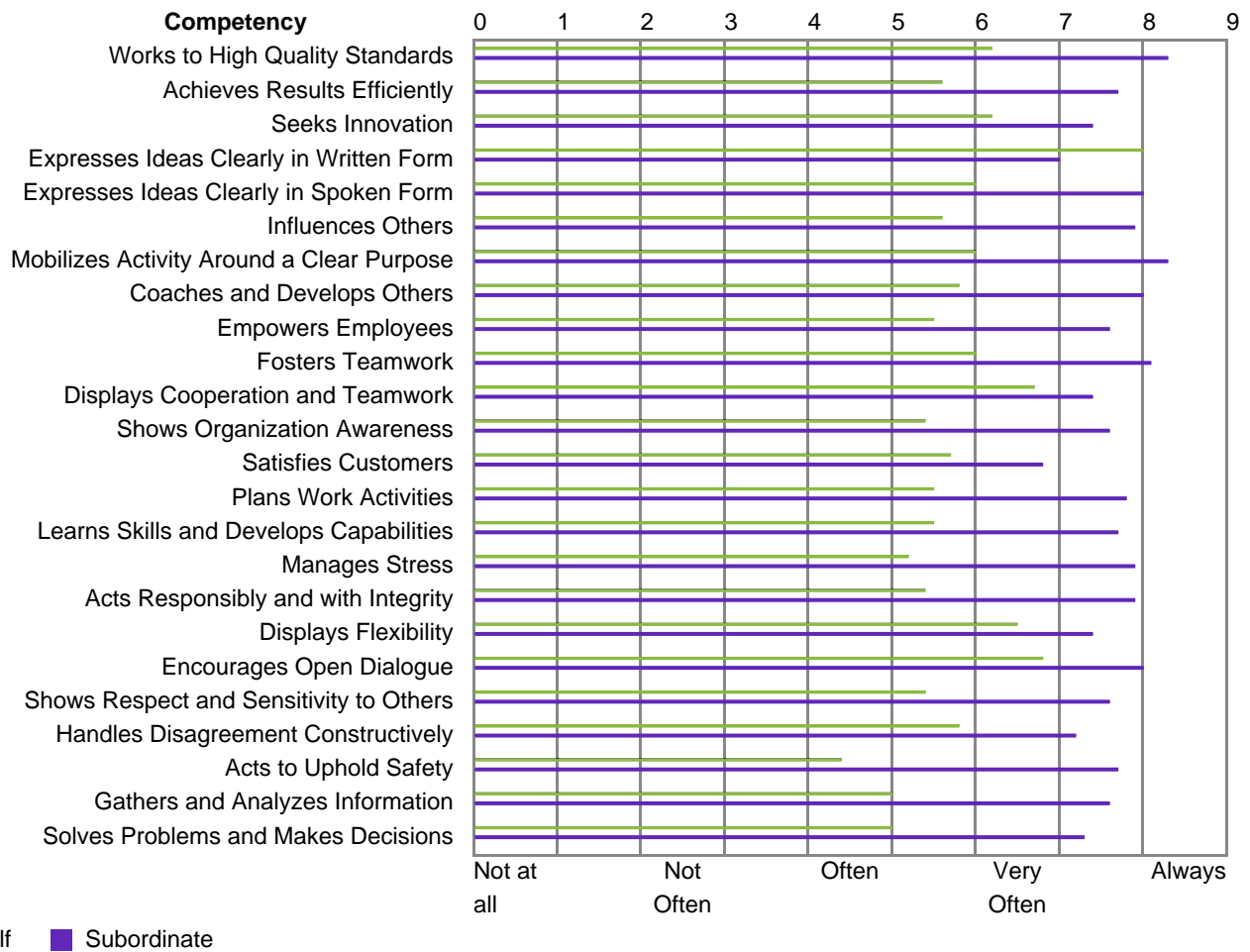
Your co-workers perceive your strengths are:

- Coaches and Develops Others
- Expresses Ideas Clearly in Spoken Form
- Handles Disagreement Constructively
- Encourages Open Dialogue
- Expresses Ideas Clearly in Written Form

Your co-workers perceives your developmental areas are:

- Acts to Uphold Safety
- Influences Others
- Plans Work Activities
- Displays Flexibility
- Manages Stress

Self Ratings vs. Subordinate Ratings for John Sample



Your subordinates perceive your strengths are:

Coaches and Develops Others
 Fosters Teamwork
 Works to High Quality Standards

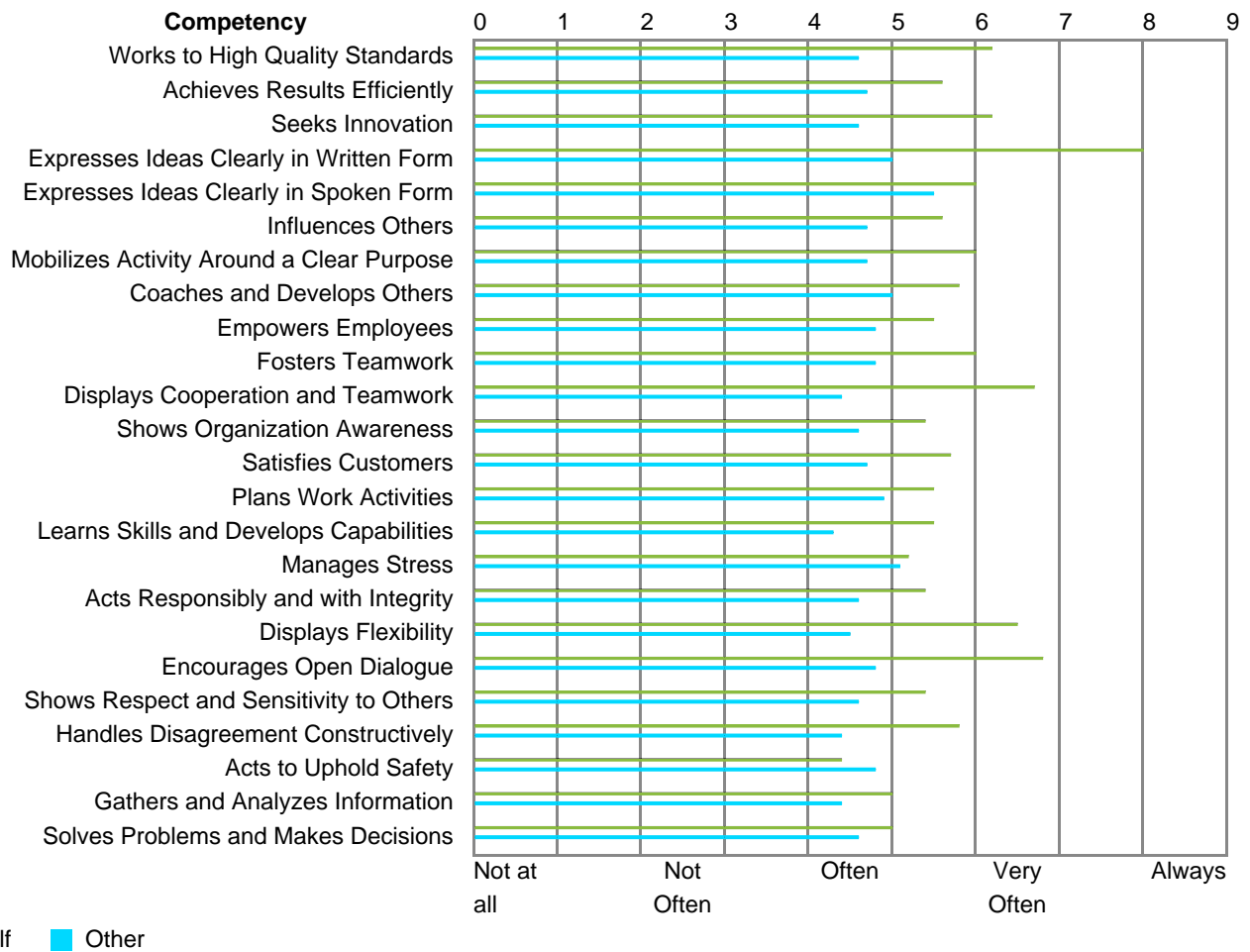
Encourages Open Dialogue
 Mobilizes Activity Around a Clear Purpose

Your subordinates perceives your developmental areas are:

Displays Flexibility
 Handles Disagreement Constructively
 Solves Problems and Makes Decisions

Expresses Ideas Clearly in Written Form
 Satisfies Customers

Self Ratings vs. 'Other' Ratings for John Sample



Your 'other' respondents perceive your strengths are:

- Coaches and Develops Others
- Expresses Ideas Clearly in Written Form
- Plans Work Activities
- Expresses Ideas Clearly in Spoken Form
- Manages Stress

Your 'other' respondents perceives your developmental areas are:

- Displays Cooperation and Teamwork
- Gathers and Analyzes Information
- Learns Skills and Develops Capabilities
- Displays Flexibility
- Handles Disagreement Constructively

Self Ratings vs. Non-Self Ratings for John Sample



Behavioural Ratings for John Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
Works to High Quality Standards						
Works neatly and accurately, with attention to detail.		6.0	7.0	7.0	7.5	4.5
Completes tasks to a high standard of quality and excellence.		7.0	6.0	6.0	8.0	5.0
Expects work group to achieve high quality standards.		8.0	8.0	7.0	8.5	4.5
Encourages employees to look for better ways of doing things.		5.0	6.0	5.5	8.5	4.5
Looks for ways to improve procedures, methods and outcomes.		5.0	6.0	6.5	9.0	4.5
Seeks Innovation						
Finds innovative changes to methods or approaches.		8.0	6.0	7.0	8.0	5.0
Addresses problems or issues creatively.		8.0	7.0	5.5	7.0	5.5
Looks for new and different ways of doing things to improve performance.		7.0	7.0	7.0	8.0	4.0
Suggests or starts new and different approaches.		6.0	7.0	6.5	7.0	4.5
Comes up with original ideas.		2.0	5.0	6.0	7.0	4.0
Fosters Teamwork						
Commends work group successes.		7.0	8.0	7.5	9.0	5.0
Keeps the work group informed about events in the organization.		5.0	6.0	6.5	8.5	5.0
Works to build team spirit in the work group.		8.0	6.0	6.5	7.5	4.5
Invites work group members to express their views.		4.0	7.0	5.5	8.0	4.5
Involves the work group in "running the business".		5.0	9.0	6.0	7.5	5.0
Takes employee concerns seriously and responds to them.		6.0	6.0	6.5	7.5	4.5
Takes action to improve employee satisfaction.		7.0	6.0	6.0	8.5	5.0
Expresses Ideas Clearly in Written Form						
Uses suitable language in written communication.		8.0	8.0	6.5	7.5	5.5
Writes reports and memos clearly and concisely.		8.0	7.0	7.0	6.5	4.5
Expresses Ideas Clearly in Spoken Form						
Uses language and terminology that is understood by the listener.		6.0	8.0	6.5	8.0	5.5
Speaks clearly and understandably.		6.0	8.0	7.0	8.0	5.5
Influences Others						
When communicating to a group, is sensitive to their position.		7.0	6.0	6.0	8.5	5.0
Uses logical arguments, backed by facts and figures.		5.0	5.0	5.5	7.0	4.5
Expresses own opinions assertively.		7.0	7.0	5.5	8.5	4.5
Able to develop a persuasive presentation.		6.0	8.0	6.5	8.0	4.5
Strongly influences opinions, ideas, and plans of co-workers.		3.0	6.0	6.5	7.5	5.0
Mobilizes Activity Around a Clear Purpose						
Sets clear goals for the unit.		8.0	6.0	6.5	8.5	5.0
Leads the work group in discussions of unit performance.		4.0	9.0	6.5	8.5	5.0
Communicates goals to employees.		6.0	5.0	7.0	9.0	4.0
Aligns daily actions with stated goals.		8.0	8.0	6.0	8.0	5.0
Works with employees to set action plans.		4.0	7.0	6.0	7.5	4.5

Behavioural Ratings for John Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
Coaches and Develops Others						
Helps employees determine training and development needs.		7.0	5.0	7.5	7.5	5.0
Encourages employees to advance their careers.		6.0	5.0	7.0	8.0	4.5
Coaches and trains employees to meet performance goals.		7.0	7.0	7.0	8.5	5.5
Provides helpful feedback on employee performance.		3.0	6.0	6.5	8.0	5.0
Empowers Employees						
Delegates responsibility for tasks and decisions to employees.		5.0	8.0	6.0	7.5	4.5
Allows employees to make decisions within their job scope.		7.0	6.0	6.5	8.0	5.0
Involves employees in decisions that affect the work unit.		7.0	7.0	6.5	7.5	4.0
Encourages employees to take on responsibility.		3.0	7.0	6.5	7.5	5.5
Displays Cooperation and Teamwork						
Works with co-workers to address common interests or concerns.		9.0	7.0	6.0	7.0	4.5
Balances self-interest with the interests of co-workers.		8.0	6.0	5.5	7.5	4.0
Involves co-workers in matters and decisions that impact them.		7.0	6.0	6.0	7.0	5.0
Coordinates work plans with those of other work units/groups.		7.0	4.0	6.5	7.5	4.0
Gives co-workers credit for group accomplishments.		5.0	7.0	7.0	7.5	5.0
Learns from co-workers and those who report to him/her.		4.0	6.0	6.0	8.0	4.0
Shows Organization Awareness						
Takes actions that support the goals and activities of the work unit.		8.0	6.0	6.0	7.0	5.5
Considers the impact of decisions on other work units and groups.		5.0	6.0	6.5	7.0	5.0
Shares important information about the work unit with other groups.		6.0	6.0	6.5	7.5	4.0
Supports business decisions made by management.		4.0	6.0	7.0	8.5	4.0
Is aware of factors in industry and the community that affect the organization.		4.0	6.0	6.0	7.5	4.5
Knows how different groups and departments in the organization function.		5.0	8.0	5.5	7.5	5.0
Knows where in the organization to look for answers.		6.0	9.0	6.5	8.0	4.5
Satisfies Customers						
Knows what is expected of the work unit by internal/external customers.		5.0	6.0	6.5	7.5	4.0
Responds to requests for information or services from internal/external customers and suppliers.		7.0	8.0	5.5	6.5	5.5
Looks for ways to work more effectively with internal/external customers and suppliers.		5.0	8.0	7.0	6.5	4.5
Plans Work Activities						
Stays focused on the most important work matters.		8.0	5.0	6.0	9.0	5.5
Sets work priorities based on the importance and urgency of tasks.		8.0	7.0	6.0	7.0	4.5
Sets realistic timelines for completing tasks.		6.0	7.0	6.5	7.5	4.5
Sets a work plan that tracks all aspects of tasks and activities.		3.0	5.0	6.0	8.5	5.0
Uses time and resources efficiently to complete tasks on schedule.		3.0	7.0	5.5	7.0	5.0
Monitors work progress against expected results.		5.0	8.0	6.0	7.5	5.0
Learns Skills and Develops Capabilities						
Keen to learn new skills and develop knowledge.		6.0	4.0	6.0	8.0	5.0
Seeks out and listens to feedback on personal performance and behaviour.		9.0	7.0	5.5	7.5	4.0
Demonstrates the skills required to perform in the work role.		5.0	7.0	6.5	8.5	5.0
Changes behaviour in response to feedback from others.		7.0	6.0	5.5	7.0	3.5
Learns from mistakes and does not repeat them.		2.0	4.0	6.5	7.0	4.5
Shows interest in own career development.		4.0	8.0	7.0	8.0	4.0

Behavioural Ratings for John Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
Manages Stress						
Controls emotions when things go wrong.		6.0	7.0	6.0	8.0	4.5
Helps others stay calm in stressful situations.		4.0	8.0	5.5	8.0	5.5
Keeps a broad view, even when under pressure.		8.0	7.0	6.0	7.0	5.5
Finds positive ways to respond to tough situations.		3.0	7.0	6.0	8.0	5.0
Responds calmly when faced with many demands at one time.		5.0	7.0	5.0	8.5	5.0
Acts Responsibly and with Integrity						
Is honest and straightforward in dealings with co-workers.		8.0	6.0	6.0	8.0	4.5
Practices what (s)he preaches.		9.0	8.0	5.5	8.5	5.0
Accepts responsibility for outcomes of own decisions.		5.0	7.0	7.5	8.0	4.5
Is upfront and honest about his/her intentions.		4.0	7.0	5.5	7.0	4.5
Earns the trust of co-workers and employees.		3.0	8.0	6.5	8.0	5.0
Takes personal responsibility when things go wrong.		3.0	8.0	5.5	8.5	5.0
Acts predictably in all situations.		6.0	8.0	6.5	7.5	4.0
Displays Flexibility						
Adapts own behaviour or approach to match the needs of different situations.		7.0	6.0	5.0	7.0	4.5
Responds to co-workers' preferences to do things differently.		6.0	8.0	6.5	8.0	4.5
Works effectively with people who do not see things the same way.		8.0	7.0	6.0	6.5	4.0
Open to new ideas and approaches suggested by others.		5.0	7.0	5.0	8.0	5.0
Encourages Open Dialogue						
Easy to talk to.		8.0	7.0	8.0	8.0	6.0
Encourages others to share their thoughts and feelings about work matters.		7.0	8.0	6.0	8.5	4.5
Seeks out and listens to the ideas and opinions of others.		7.0	8.0	6.0	8.0	4.0
Is a good listener.		5.0	7.0	6.0	7.5	4.5
Shows Respect and Sensitivity to Others						
Understands and accepts personal differences among co-workers.		5.0	8.0	6.5	6.5	5.5
Treats all individuals with respect, irrespective of status or background.		8.0	8.0	6.5	8.5	5.0
Shows interest in the views and concerns of others.		6.0	7.0	6.0	7.0	4.5
Recognizes when feelings and behaviour don't match.		4.0	6.0	5.5	7.0	4.0
Knows what is important to employees/co-workers.		6.0	7.0	6.0	7.5	5.0
Acts considerately toward employees/co-workers.		5.0	7.0	6.5	8.5	4.5
Understands why people do the things they do.		4.0	6.0	5.5	8.0	3.5
Handles Disagreement Constructively						
Able to disagree without offending people.		3.0	7.0	7.0	7.5	4.0
Attempts to resolve disagreements with co-workers.		8.0	9.0	7.0	7.5	5.0
Validates and resolves differing viewpoints.		7.0	6.0	6.0	7.5	4.0
Seeks common ground in disagreements.		5.0	7.0	6.5	6.5	4.5
Acts to Uphold Safety						
Expects employees to be responsible for behaving safely.		4.0	4.0	4.5	8.0	3.5
"Walks the talk" when it comes to safety.		7.0	5.0	4.5	7.5	5.0
Identifies safety risks and takes immediate steps to control them.		7.0	4.0	5.5	7.5	5.5
Makes the time to address the safety and wellness of employees.		4.0	4.0	7.0	8.0	4.0
Advises others about safety practices and procedures.		4.0	5.0	4.5	7.0	5.0
Responds promptly to safety concerns raised by employees.		3.0	4.0	7.0	7.5	5.5
Puts safety before production, time pressure or costs.		2.0	4.0	5.0	8.5	5.0

Behavioural Ratings for John Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
Gathers and Analyzes Information						
Gathers all information before drawing a conclusion or making a decision.		5.0	4.0	6.0	8.5	4.5
Is curious about activities and events and tries to learn more about them.		6.0	6.0	6.5	7.5	4.0
Investigates matters thoroughly when faced with incomplete information.		5.0	5.0	6.5	7.5	5.0
Seeks and weighs information from different points of view.		6.0	6.0	5.5	7.0	4.0
Accurately and objectively assesses information.		3.0	5.0	6.5	7.5	4.5
Solves Problems and Makes Decisions						
Sets priorities based on an accurate analysis of events and conditions.		6.0	5.0	5.5	8.5	5.0
Identifies the most important aspects of complex problems or situations.		7.0	5.0	6.0	7.0	4.0
Logically breaks down complex tasks or issues into manageable pieces.		6.0	5.0	6.5	6.5	4.5
Identifies problems or issues before they become obvious.		9.0	3.0	6.0	7.0	5.0
Sees connections between different situations or events that others might not see.		4.0	3.0	7.0	8.0	4.5
Uses past experience to identify problems or situations that need attention.		3.0	4.0	5.5	7.5	4.5
Responds to situations and problems in a practical way.		3.0	6.0	5.5	7.5	5.0
Identifies and reasons through relevant factors before making decisions or forming conclusions.		4.0	5.0	6.0	8.0	5.0
Thinks of possible obstacles and consequences before making a decision.		4.0	5.0	6.0	6.5	4.0
Uses new ideas in combination with existing approaches to solve problems.		4.0	6.0	7.0	7.0	4.5
Achieves Results Efficiently						
Finds ways to do work efficiently and increase output.		7.0	6.0	6.0	7.5	5.0
Makes an extra effort to complete work when faced with a challenge.		6.0	8.0	6.5	7.5	5.0
Consistently achieves results and meets expected goals.		6.0	7.0	6.5	7.5	4.0
Holds others to achieve expected results.		4.0	8.0	6.0	8.0	4.5
Sets challenging goals and works to achieve them.		5.0	8.0	6.0	8.0	5.0

Summary - Strengths for John Sample

These are your highest scores on the competencies as identified by each person/group of people.

They indicate which of the twenty-four competencies you are strongest in.

Relative strengths are those that were rated highest according to the rest of your scores across the competencies

Absolute strengths are those that averaged a score of 7.5 or above according to the rating scale, to a maximum of five.

Identified by:	Relative	Absolute
Self	Displays Cooperation and Teamwork Displays Flexibility Encourages Open Dialogue Expresses Ideas Clearly in Written Form Works to High Quality Standards	Expresses Ideas Clearly in Written Form
Supervisor(s)	Achieves Results Efficiently Acts Responsibly and with Integrity Encourages Open Dialogue Expresses Ideas Clearly in Spoken Form Expresses Ideas Clearly in Written Form	Encourages Open Dialogue Expresses Ideas Clearly in Spoken Form Expresses Ideas Clearly in Written Form
Co-workers	Coaches and Develops Others Encourages Open Dialogue Expresses Ideas Clearly in Spoken Form Expresses Ideas Clearly in Written Form Handles Disagreement Constructively	
Subordinates	Coaches and Develops Others Encourages Open Dialogue Fosters Teamwork Mobilizes Activity Around a Clear Purpose Works to High Quality Standards	Coaches and Develops Others Encourages Open Dialogue Fosters Teamwork Mobilizes Activity Around a Clear Purpose Works to High Quality Standards
Others	Coaches and Develops Others Expresses Ideas Clearly in Spoken Form Expresses Ideas Clearly in Written Form Manages Stress Plans Work Activities	

Summary - Developmental Areas for John Sample

These are your lowest scores on the competencies as identified by each person/group of people.

They indicate on which of the twenty-four competencies you received the lowest scores.

Relative developmental areas are those that were rated lowest according to the rest of your scores across the competencies.

Absolute developmental areas are those that averaged a score of 5.0 or lower according to the rating scale, to a maximum of five.

Identified by:	Relative	Absolute
Self	Acts to Uphold Safety Gathers and Analyzes Information Manages Stress Shows Organization Awareness Solves Problems and Makes Decisions	Acts to Uphold Safety Gathers and Analyzes Information Solves Problems and Makes Decisions
Supervisor(s)	Acts to Uphold Safety Coaches and Develops Others Gathers and Analyzes Information Learns Skills and Develops Capabilities Solves Problems and Makes Decisions	Acts to Uphold Safety Solves Problems and Makes Decisions
Co-workers	Acts to Uphold Safety Displays Flexibility Influences Others Manages Stress Plans Work Activities	
Subordinates	Displays Flexibility Expresses Ideas Clearly in Written Form Handles Disagreement Constructively Satisfies Customers Solves Problems and Makes Decisions	
Others	Displays Cooperation and Teamwork Displays Flexibility Gathers and Analyzes Information Handles Disagreement Constructively Learns Skills and Develops Capabilities	Displays Cooperation and Teamwork Displays Flexibility Gathers and Analyzes Information Handles Disagreement Constructively Learns Skills and Develops Capabilities

Highest Behavioural Ratings for John Sample

The following is a list of behaviors that received the highest average scores from all raters.

Item	Competency	Score
1 Commends work group successes.	Fosters Teamwork	7.3
2 Easy to talk to.	Encourages Open Dialogue	7.3
3 Leads the work group in discussions of unit performance.	Mobilizes Activity Around a Clear Purpose	7.0
4 Speaks clearly and understandably.	Expresses Ideas Clearly in Spoken Form	7.0
5 Coaches and trains employees to meet performance goals.	Coaches and Develops Others	7.0
6 Uses language and terminology that is understood by the listener.	Expresses Ideas Clearly in Spoken Form	6.9
7 Treats all individuals with respect, irrespective of status or background.	Shows Respect and Sensitivity to Others	6.9
8 Attempts to resolve disagreements with co-workers.	Handles Disagreement Constructively	6.9
9 Expects work group to achieve high quality standards.	Works to High Quality Standards	6.9
10 Uses suitable language in written communication.	Expresses Ideas Clearly in Written Form	6.7
11 Demonstrates the skills required to perform in the work role.	Learns Skills and Develops Capabilities	6.7
12 Accepts responsibility for outcomes of own decisions.	Acts Responsibly and with Integrity	6.7
13 Earns the trust of co-workers and employees.	Acts Responsibly and with Integrity	6.7
14 Knows where in the organization to look for answers.	Shows Organization Awareness	6.7
15 Finds innovative changes to methods or approaches.	Seeks Innovation	6.6
16 Sets clear goals for the unit.	Mobilizes Activity Around a Clear Purpose	6.6
17 Stays focused on the most important work matters.	Plans Work Activities	6.6
18 Keeps the work group informed about events in the organization.	Fosters Teamwork	6.6
19 Helps others stay calm in stressful situations.	Manages Stress	6.6
20 Responds to co-workers' preferences to do things differently.	Displays Flexibility	6.6
21 Encourages others to share their thoughts and feelings about work matters.	Encourages Open Dialogue	6.6
22 Aligns daily actions with stated goals.	Mobilizes Activity Around a Clear Purpose	6.6
23 Practices what (s)he preaches.	Acts Responsibly and with Integrity	6.6
24 Makes an extra effort to complete work when faced with a challenge.	Achieves Results Efficiently	6.6
25 Able to develop a persuasive presentation.	Influences Others	6.6

Lowest Behavioral Ratings for John Sample

The following is a list of behaviors that received the lowest average scores from all raters.

Item	Competency	Score
1 Expects employees to be responsible for behaving safely.	Acts to Uphold Safety	5.1
2 Changes behaviour in response to feedback from others.	Learns Skills and Develops Capabilities	5.4
3 Advises others about safety practices and procedures.	Acts to Uphold Safety	5.4
4 Thinks of possible obstacles and consequences before making a decision.	Solves Problems and Makes Decisions	5.4
5 Adapts own behaviour or approach to match the needs of different situations.	Displays Flexibility	5.6
6 Uses logical arguments, backed by facts and figures.	Influences Others	5.6
7 "Walks the talk" when it comes to safety.	Acts to Uphold Safety	5.6
8 Identifies the most important aspects of complex problems or situations.	Solves Problems and Makes Decisions	5.6
9 Seeks and weighs information from different points of view.	Gathers and Analyzes Information	5.6
10 Identifies problems or issues before they become obvious.	Solves Problems and Makes Decisions	5.6
11 Uses past experience to identify problems or situations that need attention.	Solves Problems and Makes Decisions	5.6
12 Recognizes when feelings and behaviour don't match.	Shows Respect and Sensitivity to Others	5.6
13 Comes up with original ideas.	Seeks Innovation	5.6
14 Balances self-interest with the interests of co-workers.	Displays Cooperation and Teamwork	5.7
15 Works effectively with people who do not see things the same way.	Displays Flexibility	5.7
16 Logically breaks down complex tasks or issues into manageable pieces.	Solves Problems and Makes Decisions	5.7
17 Coordinates work plans with those of other work units/groups.	Displays Cooperation and Teamwork	5.7
18 Learns from mistakes and does not repeat them.	Learns Skills and Develops Capabilities	5.7
19 Understands why people do the things they do.	Shows Respect and Sensitivity to Others	5.7
20 Seeks out and listens to feedback on personal performance and behaviour.	Learns Skills and Develops Capabilities	5.9
21 Validates and resolves differing viewpoints.	Handles Disagreement Constructively	5.9
22 Identifies safety risks and takes immediate steps to control them.	Acts to Uphold Safety	5.9
23 Is upfront and honest about his/her intentions.	Acts Responsibly and with Integrity	5.9
24 Puts safety before production, time pressure or costs.	Acts to Uphold Safety	5.9
25 Works with co-workers to address common interests or concerns.	Displays Cooperation and Teamwork	6.0

Comments for John Sample

What two or three things does this person do that make him or her most effective?

- Understands the industry and the strength of various locations and employees. Experienced professional with a strong background knowledge of the business.
- He understands the business and has extensive connections in it
- Well Organized, prioritizes efficiently, is articulate.
- Calm demeanor, willing to examine and bring new processes into the organization
- He builds relationships
- Comes across as a very credible individual that knows the business.
- He is a decision maker and is assertive about his point of view

What new skills or behaviours would make this person even more effective? (Consider today's needs and future needs.)

- Use the right people to negotiate contracts.
- additional participation in projects, he often delegates to his personnel when he should be more involved directly
- More interaction with peers.
- Continue to invest in the development a high performing sales team.
- Does not come across as friendly at first
- More exposure to different aspects of the business.
- set better targets for his team to achieve

What other comments do you have to aid in this individual's personal insight and development?

- Support staff more through learning opportunities.
- sometimes shows too much favoritism
- Communicate more directly and precisely.
- Ask for more feedback/ideas from staff.
- Give feedback in a more timely manner
- Be more flexible and open for change.
- He maintains and projects a very professional attitude and is confident