PSYCHOMETRICS 360® FEEDBACK **REPORT**

3-July-2019

John Sample

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Psychometrics

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Introduction

Welcome John — this Psychometrics 360® report was designed to provide you with feedback on the behaviours that others see from you at work. The purpose of this feedback is to help you confirm your strengths, as well as identify, accept and work on your most pressing developmental needs.

In addition to your self-ratings, this report includes ratings from:

1 Supervisor(s) + **2** Co-workers + **2** Direct Reports + **2** Others = **7** Raters in Total

The people you selected were asked to rate how often you engage in different behaviours related to 24 workplace competencies. The competencies are grouped into three key areas:

Work and Execution

Interacting with Others

Thinking and Deciding

Your raters were asked for their honest feedback to help you identify your strengths and developmental areas. They have provided you with their perceptions of your behaviour — how you come across to them, not necessarily what is objectively true. Therefore, you should view their responses in that context.

You will likely receive both positive and developmental 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 can you transform developmental feedback into positive change?
- How can you utilize your talents to increase your effectiveness?

This report was prepared in a way that ensures the anonymity of the people who completed the questionnaire. It is normal to wonder who gave you certain ratings and why, but you should try to remain open to the feedback and appreciative of the people who were prepared to offer it to you.

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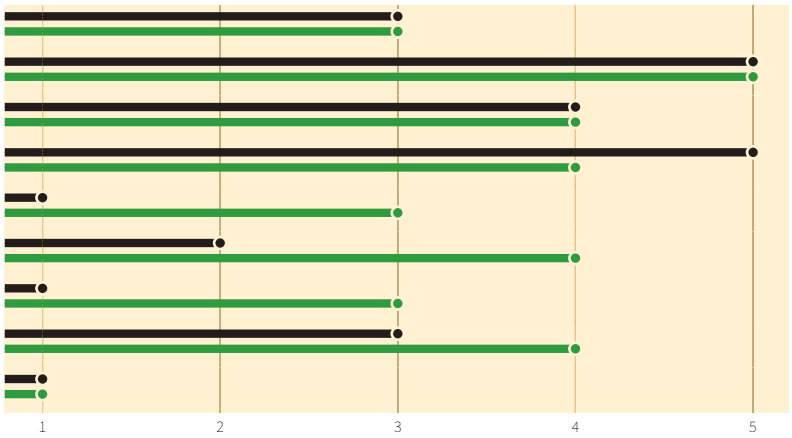
Self vs **Supervisor** Importance Ratings

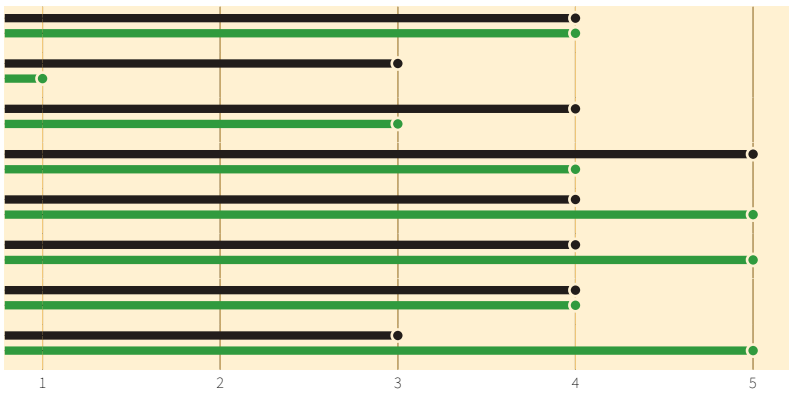
Work and Execution

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
4. Satisfies Customers
5. Acts Responsibly and with Integrity
6. Manages Stress
7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
9. Acts to Uphold Safety



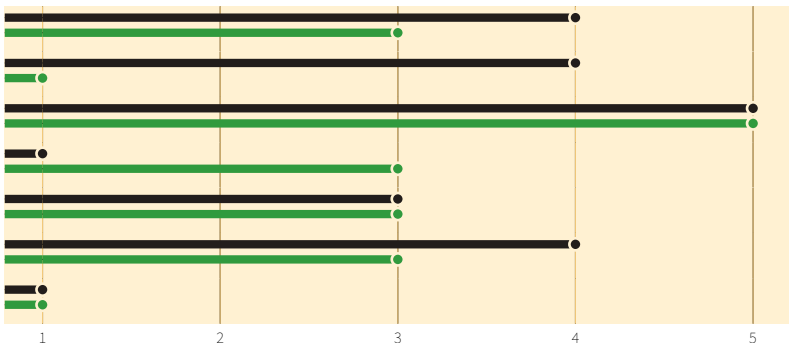
Interacting with Others

10. Displays Cooperation and Teamwork
11. Encourages Open Dialogue
12. Shows Respect, Inclusiveness and Sensitivity
13. Fosters Teamwork
14. Empowers Employees
15. Coaches and Develops Others
16. Handles Disagreement Constructively
17. Influences Others



Thinking and Deciding

18. Mobilizes Activity Around a Clear Purpose
19. Gathers and Analyzes Information
20. Solves Problems and Makes Decisions
21. Seeks Innovation
22. Displays Flexibility
23. Shows Organization Awareness
24. Learns Skills and Develops Capabilities



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Self Competency Ratings

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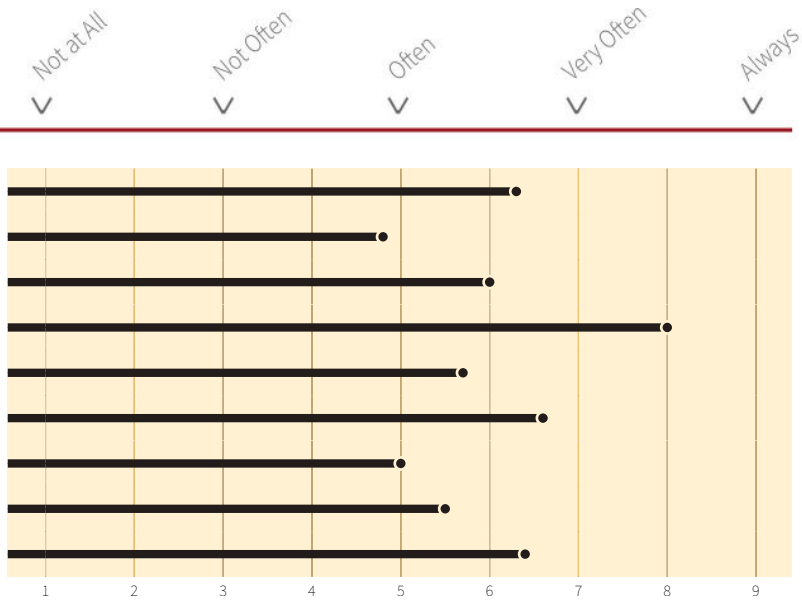
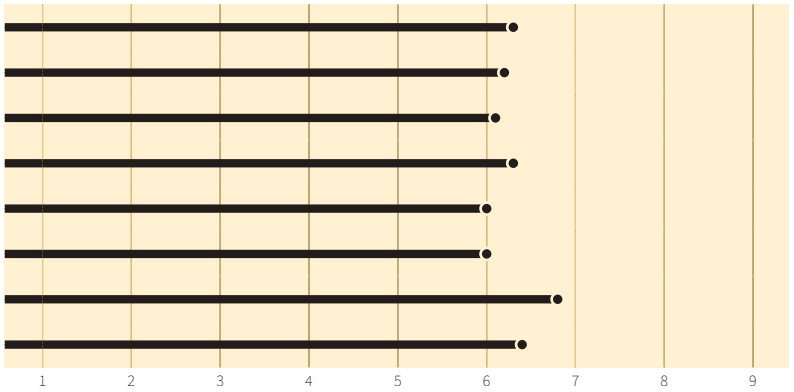
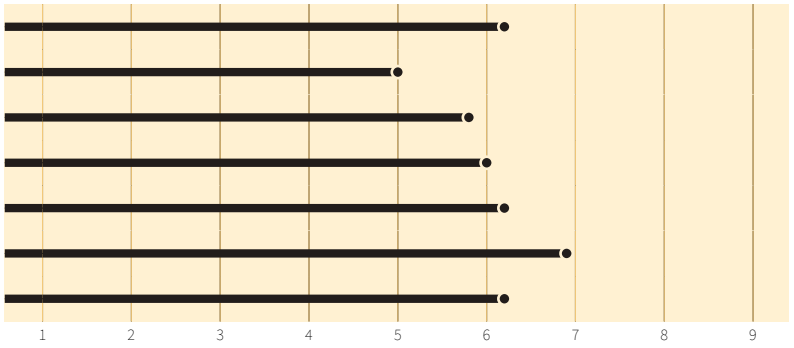
Work and Execution



Interacting with Others



Thinking and Deciding



> Competencies that **you** utilize the most:

4. Satisfies Customers
6. Manages Stress
9. Acts to Uphold Safety
16. Handles Disagreement Constructively
23. Shows Organization Awareness

> Competencies that **you** utilize the least:

2. Works to High Quality Standards
5. Acts Responsibly and with Integrity
7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
19. Gathers and Analyzes Information

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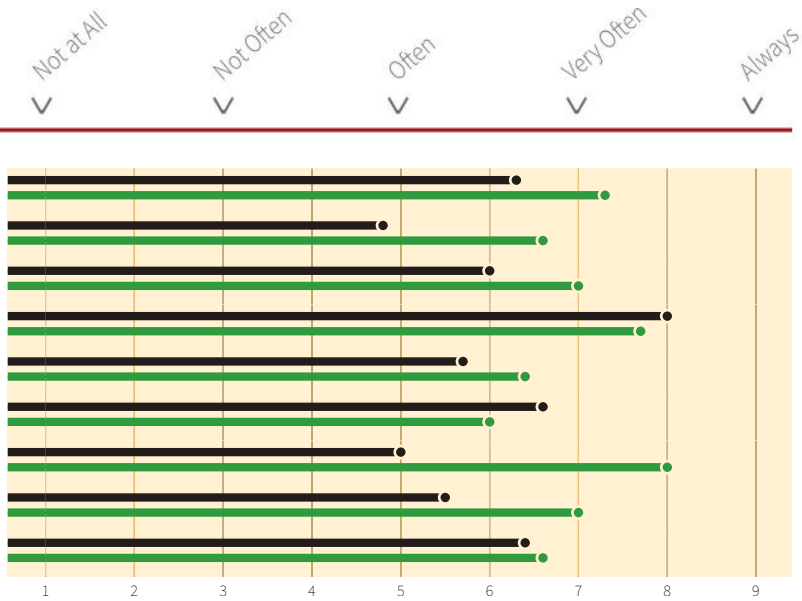
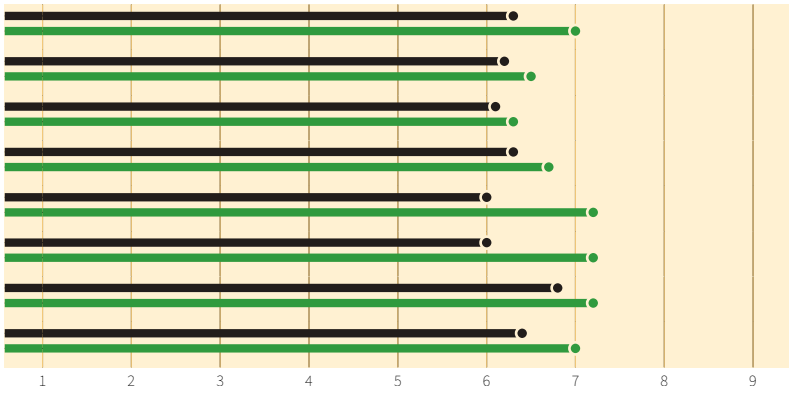
Self vs. **Supervisor** Competency Ratings

360

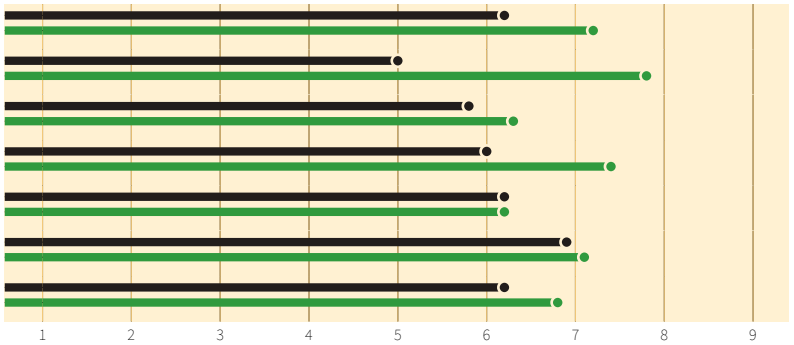
Work and Execution



Interacting with Others



Thinking and Deciding



> Competencies that your **Supervisor(s)** see from you the most:

1. Plans Work Activities
4. Satisfies Customers
7. Expresses Ideas Clearly in Written Form
19. Gathers and Analyzes Information
21. Seeks Innovation

> Competencies that your **Supervisor(s)** see from you the least:

5. Acts Responsibly and with Integrity
6. Manages Stress
12. Shows Respect, Inclusiveness and Sensitivity
20. Solves Problems and Makes Decisions
22. Displays Flexibility

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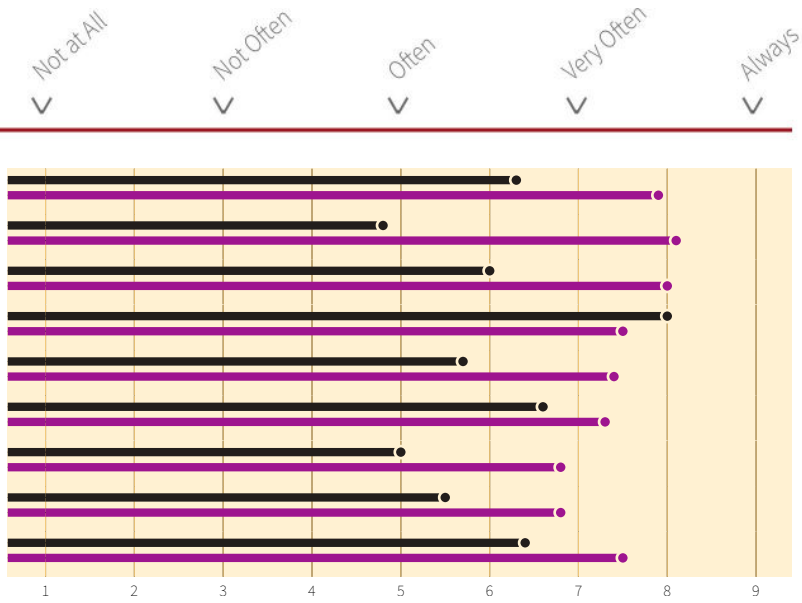
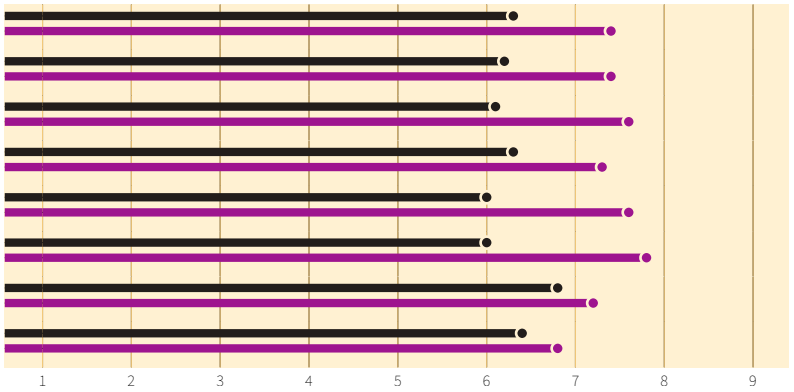
Self vs. **Co-worker** Competency Ratings

360

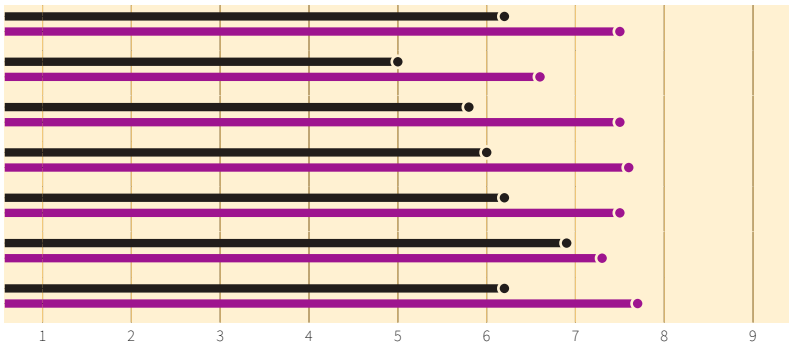
Work and Execution



Interacting with Others



Thinking and Deciding



> Competencies that your **Co-workers** see from you the most:

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
15. Coaches and Develops Others
24. Learns Skills and Develops Capabilities

> Competencies that your **Co-workers** see from you the least:

7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
16. Handles Disagreement Constructively
17. Influences Others
19. Gathers and Analyzes Information

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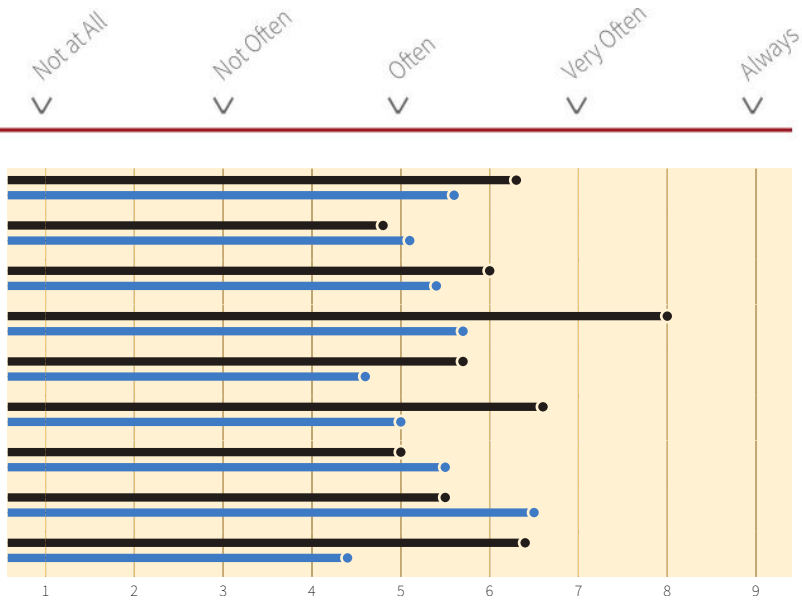
Self vs. **Direct Report** Competency Ratings

360



Work and Execution

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
4. Satisfies Customers
5. Acts Responsibly and with Integrity
6. Manages Stress
7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
9. Acts to Uphold Safety

Interacting with Others

10. Displays Cooperation and Teamwork
11. Encourages Open Dialogue
12. Shows Respect, Inclusiveness and Sensitivity
13. Fosters Teamwork
14. Empowers Employees
15. Coaches and Develops Others
16. Handles Disagreement Constructively
17. Influences Others

Thinking and Deciding

18. Mobilizes Activity Around a Clear Purpose
19. Gathers and Analyzes Information
20. Solves Problems and Makes Decisions
21. Seeks Innovation
22. Displays Flexibility
23. Shows Organization Awareness
24. Learns Skills and Develops Capabilities

> Competencies that your **Direct Reports** see from you the most:

1. Plans Work Activities
4. Satisfies Customers
8. Expresses Ideas Clearly in Spoken Form
17. Influences Others
18. Mobilizes Activity Around a Clear Purpose

> Competencies that your **Direct Reports** see from you the least:

9. Acts to Uphold Safety
11. Encourages Open Dialogue
12. Shows Respect, Inclusiveness and Sensitivity
14. Empowers Employees
22. Displays Flexibility

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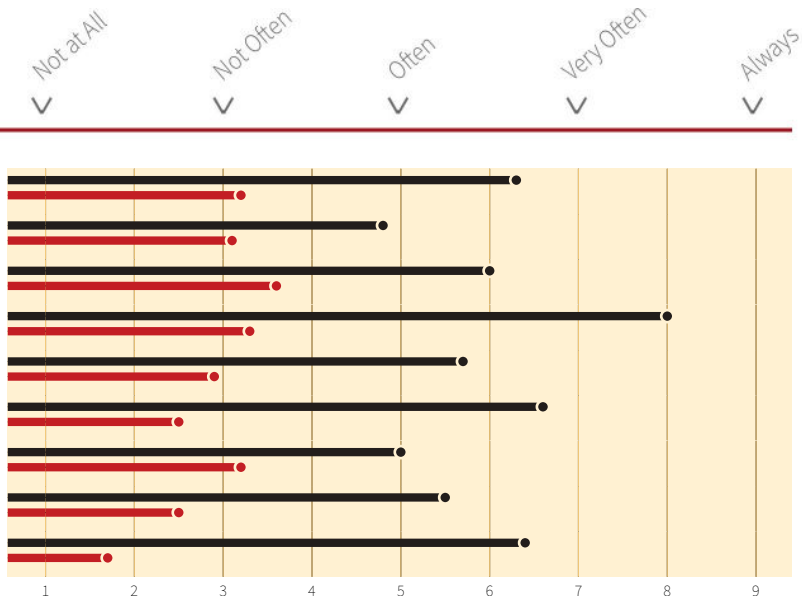
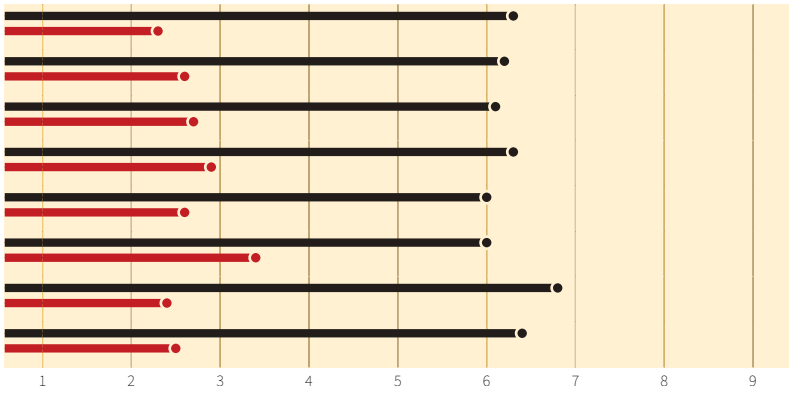
Self vs. **Other** Competency Ratings

360

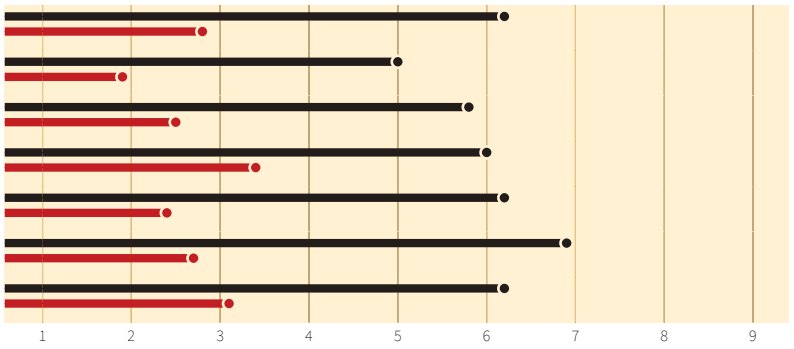
Work and Execution



Interacting with Others



Thinking and Deciding



> Competencies that **Others** see from you the most:

3. Achieves Results Efficiently
4. Satisfies Customers
7. Expresses Ideas Clearly in Written Form
15. Coaches and Develops Others
21. Seeks Innovation

> Competencies that **Others** see from you the least:

9. Acts to Uphold Safety
10. Displays Cooperation and Teamwork
16. Handles Disagreement Constructively
19. Gathers and Analyzes Information
22. Displays Flexibility

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Self vs. **All** Competency Ratings

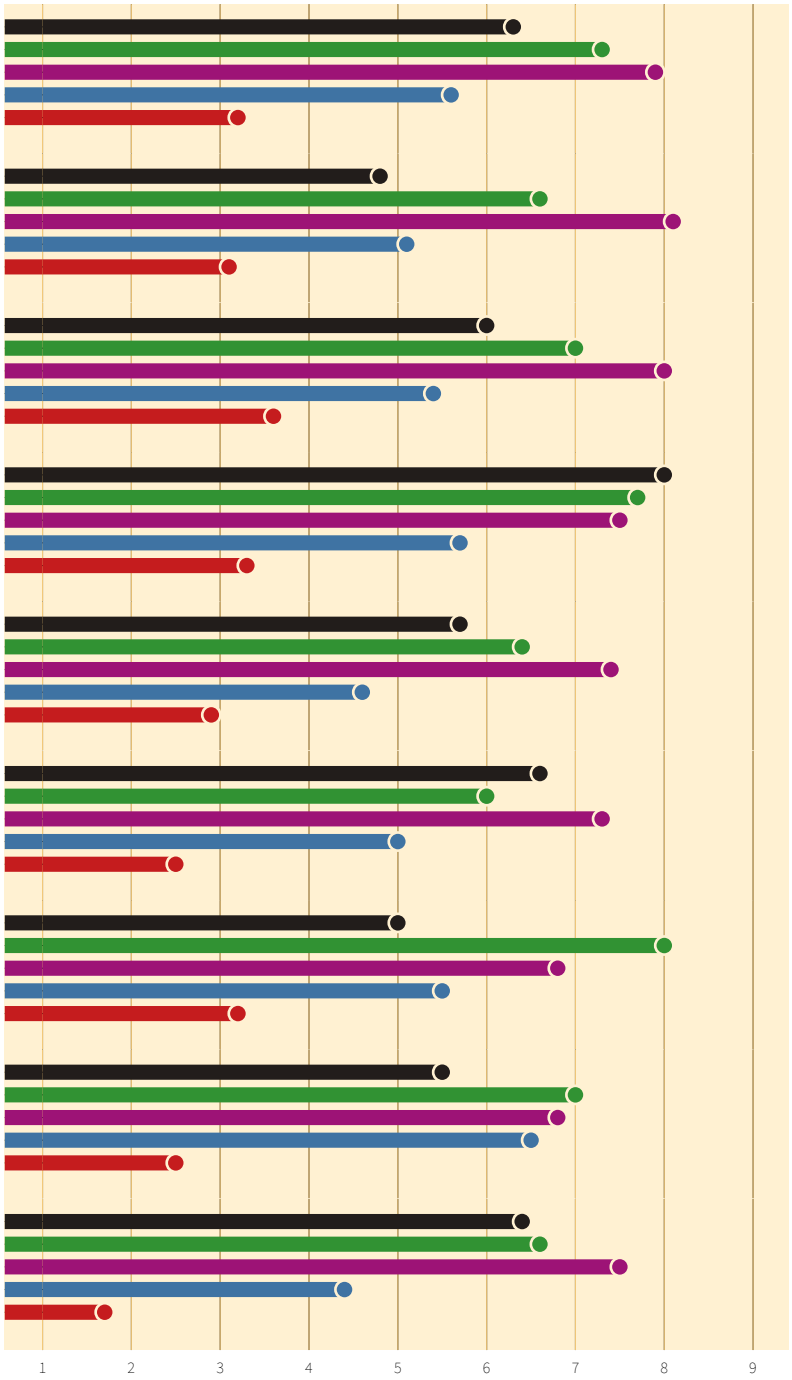
Self Supervisor Co-worker Direct Reports Other

360

Work and Execution

Not at All | Not Often | Often | Very Often | Always

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
4. Satisfies Customers
5. Acts Responsibly and with Integrity
6. Manages Stress
7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
9. Acts to Uphold Safety



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Self vs. **All** Competency Ratings

Self Supervisor Co-worker Direct Reports Other

360

Interacting with Others

Not at All | Not Often | Often | Very Often | Always

10. Displays Cooperation and Teamwork

11. Encourages Open Dialogue

12. Shows Respect, Inclusiveness and Sensitivity

13. Fosters Teamwork

14. Empowers Employees

15. Coaches and Develops Others

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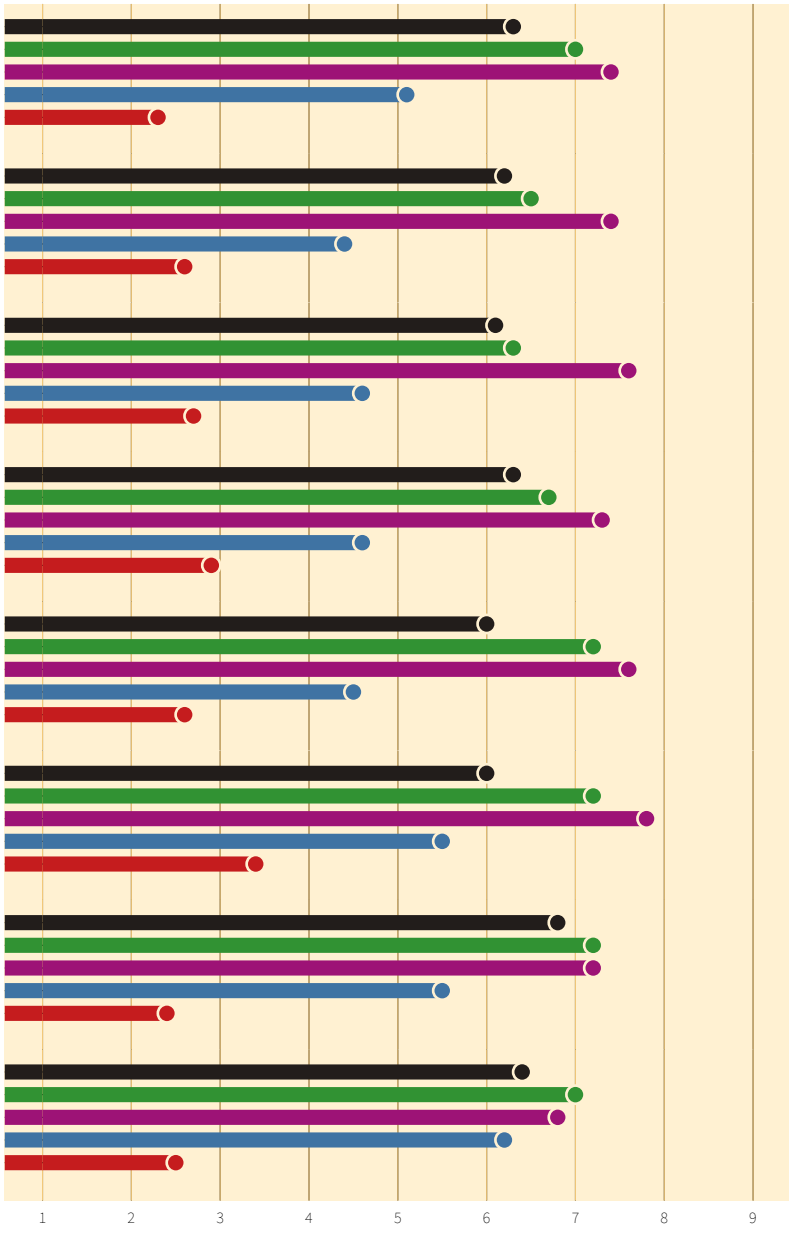

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Self vs. **All** Competency Ratings

Self Supervisor Co-worker Direct Reports Other

360

Thinking and Deciding

Not at All | Not Often | Often | Very Often | Always

18. Mobilizes Activity Around a Clear Purpose

19. Gathers and Analyzes Information

20. Solves Problems and Makes Decisions

21. Seeks Innovation

22. Displays Flexibility

23. Shows Organization Awareness

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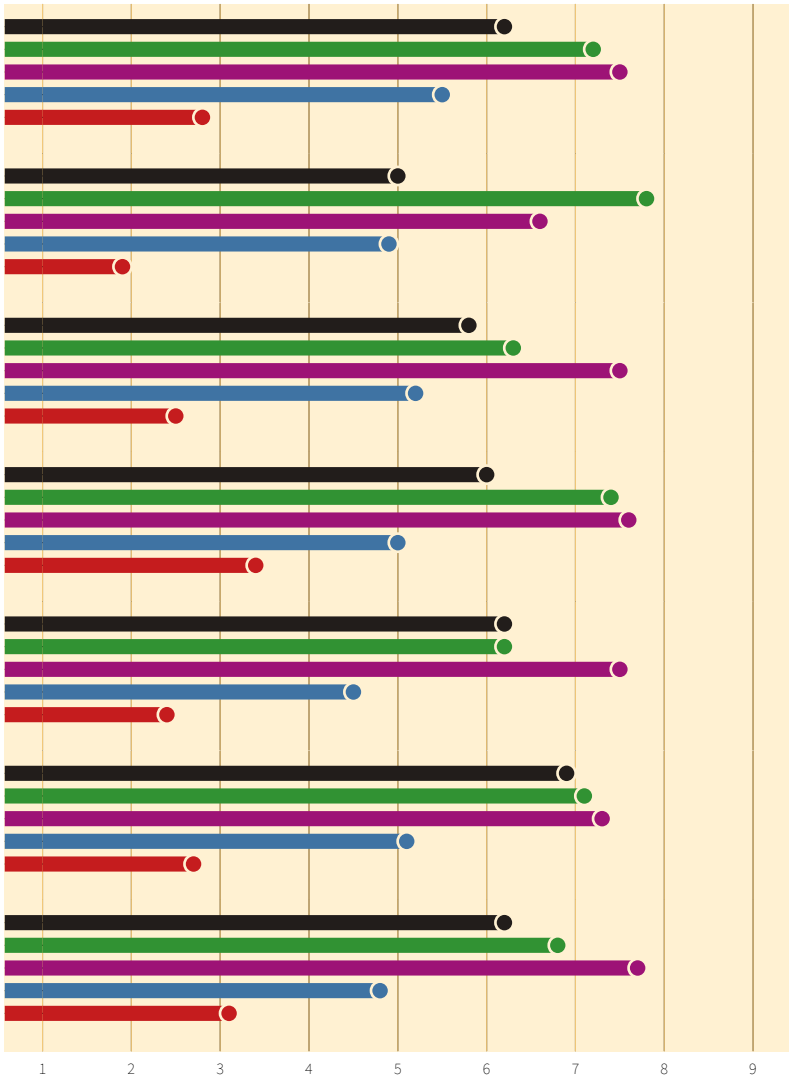

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5 **Most** Observed Competencies

Rater Group		Rating
> Self	4. Satisfies Customers	**8.0**
	23. Shows Organization Awareness	**6.9**
	16. Handles Disagreement Constructively	**6.8**
	6. Manages Stress	**6.6**
	9. Acts to Uphold Safety	**6.4**
> Supervisor	7. Expresses Ideas Clearly in Written Form	**8.0**
	19. Gathers and Analyzes Information	**7.8**
	4. Satisfies Customers	**7.7**
	21. Seeks Innovation	**7.4**
	1. Plans Work Activities	**7.3**
> Co-worker	2. Works to High Quality Standards	**8.1**
	3. Achieves Results Efficiently	**8.0**
	1. Plans Work Activities	**7.9**
	15. Coaches and Develops Others	**7.8**
	24. Learns Skills and Develops Capabilities	**7.7**
> Direct Reports	8. Expresses Ideas Clearly in Spoken Form	**6.5**
	17. Influences Others	**6.2**
	4. Satisfies Customers	**5.7**
	1. Plans Work Activities	**5.6**
	18. Mobilizes Activity Around a Clear Purpose	**5.5**
> Other	3. Achieves Results Efficiently	**3.6**
	21. Seeks Innovation	**3.4**
	15. Coaches and Develops Others	**3.4**
	4. Satisfies Customers	**3.3**
	7. Expresses Ideas Clearly in Written Form	**3.2**

Competencies Rated **7.0 or HIGHER**

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5 **Least** Observed Competencies

Rater Group		Rating
> Self	2. Works to High Quality Standards	**4.8**
	19. Gathers and Analyzes Information	**5.0**
	7. Expresses Ideas Clearly in Written Form	**5.0**
	8. Expresses Ideas Clearly in Spoken Form	**5.5**
	5. Acts Responsibly and with Integrity	**5.7**
> Supervisor	6. Manages Stress	**6.0**
	22. Displays Flexibility	**6.2**
	12. Shows Respect, Inclusiveness and Sensitivity	**6.3**
	20. Solves Problems and Makes Decisions	**6.3**
	5. Acts Responsibly and with Integrity	**6.4**
> Co-worker	19. Gathers and Analyzes Information	**6.6**
	8. Expresses Ideas Clearly in Spoken Form	**6.8**
	7. Expresses Ideas Clearly in Written Form	**6.8**
	17. Influences Others	**6.8**
	16. Handles Disagreement Constructively	**7.2**
> Direct Report	11. Encourages Open Dialogue	**4.4**
	9. Acts to Uphold Safety	**4.4**
	22. Displays Flexibility	**4.5**
	14. Empowers Employees	**4.5**
	12. Shows Respect, Inclusiveness and Sensitivity	**4.6**
> Other	9. Acts to Uphold Safety	**1.7**
	19. Gathers and Analyzes Information	**1.9**
	10. Displays Cooperation and Teamwork	**2.3**
	22. Displays Flexibility	**2.4**
	16. Handles Disagreement Constructively	**2.4**

Competencies Rated **5.0 or LOWER**

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Behavioural Ratings

360

Work and Execution

	Self	Supervisor	Co-worker	Direct Reports	Other
1. Plans Work Activities					
Stays focused on the most important work matters.	6.0	9.0	7.5	4.5	4.0
Sets work priorities based on the importance and urgency of tasks.	7.0	7.0	7.0	5.0	2.0
Sets realistic timelines for completing tasks.	5.0	8.0	9.0	5.0	5.0
Sets a work plan that tracks all aspects of tasks and activities.	7.0	7.0	8.5	8.0	3.5
Uses time and resources efficiently to complete tasks on schedule.	8.0	6.0	8.0	5.0	3.0
Monitors work progress against expected results.	5.0	7.0	7.5	6.0	2.0
2. Works to High Quality Standards					
Works neatly and accurately, with attention to detail.	5.0	6.0	7.0	3.5	1.0
Completes tasks to a high standard of quality and excellence.	3.0	6.0	8.5	3.5	3.0
Expects work group to achieve high quality standards.	6.0	6.0	8.5	5.0	3.0
Encourages employees to look for better ways of doing things.	6.0	6.0	9.0	7.5	5.0
Looks for ways to improve procedures, methods and outcomes.	4.0	9.0	7.5	6.0	3.5
3. Achieves Results Efficiently					
Finds ways to do work efficiently and increase output.	7.0	7.0	8.5	6.0	2.0
Makes an extra effort to complete work when faced with a challenge.	7.0	7.0	8.0	6.0	6.5
Consistently achieves results and meets expected goals.	5.0	8.0	7.5	4.0	4.5
Holds others to achieve expected results.	6.0	6.0	8.0	5.5	2.5
Sets challenging goals and works to achieve them.	5.0	7.0	8.0	5.5	2.5
4. Satisfies Customers					
Knows what is expected of the work unit by internal/external customers.	7.0	8.0	7.5	7.0	4.0
Responds to requests for information or services from internal/external customers and suppliers.	8.0	8.0	7.0	5.0	2.0
Looks for ways to work more effectively with internal/external customers and suppliers.	9.0	7.0	8.0	5.0	4.0
5. Acts Responsibly and with Integrity					
Is honest and straightforward in dealings with co-workers.	5.0	6.0	7.0	4.5	2.0
Practices what they preach.	8.0	5.0	7.0	4.0	3.0
Accepts responsibility for outcomes of own decisions.	6.0	8.0	7.0	5.5	2.5
Is upfront and honest about their intentions.	4.0	6.0	6.5	5.0	1.5
Earns the trust of co-workers and employees.	7.0	7.0	8.5	4.0	4.0
Takes personal responsibility when things go wrong.	6.0	6.0	7.5	4.5	5.5
Acts predictably in all situations.	4.0	7.0	8.0	5.0	1.5

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Behavioural Ratings

Work and Execution

	Self	Supervisor	Co-worker	Direct Reports	Other
6. Manages Stress					
Controls emotions when things go wrong.	9.0	7.0	8.0	4.5	2.0
Helps others stay calm in stressful situations.	5.0	4.0	8.0	5.0	2.0
Keeps a broad view, even when under pressure.	7.0	4.0	7.0	4.5	4.0
Finds positive ways to respond to tough situations.	5.0	7.0	6.5	6.0	2.5
Responds calmly when faced with many demands at one time.	7.0	8.0	7.0	5.0	2.0
7. Expresses Ideas Clearly in Written Form					
Uses suitable language in written communication.	6.0	7.0	7.0	4.5	4.0
Writes reports and memos clearly and concisely.	4.0	9.0	6.5	6.5	2.5
8. Expresses Ideas Clearly in Spoken Form					
Uses language and terminology that is understood by the listener.	5.0	6.0	8.0	5.5	3.5
Speaks clearly and understandably.	6.0	8.0	5.5	7.5	1.5
9. Acts to Uphold Safety					
Expects employees to be responsible for behaving safely.	6.0	8.0	N/A	6.0	N/A
"Walks the talk" when it comes to safety.	5.0	8.0	N/A	4.0	N/A
Identifies safety risks and takes immediate steps to control them.	7.0	4.0	N/A	4.5	N/A
Makes the time to address the safety and wellness of employees.	7.0	9.0	N/A	4.5	N/A
Advises others about safety practices and procedures.	5.0	6.0	7.5	4.0	2.0
Responds promptly to safety concerns raised by employees.	7.0	5.0	7.0	4.0	1.5
Puts safety before production, time pressure or costs.	8.0	6.0	8.0	4.0	1.5

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Behavioural Ratings

Interacting with Others

	Self	Supervisor	Co-worker	Direct Reports	Other
10. Displays Cooperation and Teamwork					
Works with co-workers to address common interests or concerns.	6.0	6.0	7.5	5.0	2.0
Balances self-interest with the interests of co-workers.	6.0	8.0	7.5	6.5	2.0
Involves co-workers in matters and decisions that impact them.	7.0	5.0	8.0	5.0	2.0
Coordinates work plans with those of other work units/groups.	6.0	8.0	7.0	3.5	4.0
Gives co-workers credit for group accomplishments.	6.0	8.0	7.0	5.0	2.0
Learns from co-workers and direct reports	7.0	7.0	7.5	5.5	2.0
11. Encourages Open Dialogue					
Easy to talk to.	7.0	5.0	7.0	4.0	3.0
Encourages others to share their thoughts and feelings about work matters.	8.0	7.0	7.0	5.5	3.0
Seeks out and listens to the ideas and opinions of others.	6.0	7.0	8.0	4.0	1.0
Is a good listener.	4.0	7.0	7.5	4.0	3.5
12. Shows Respect, Inclusiveness and Sensitivity					
Understands and accepts personal differences among co-workers.	8.0	6.0	7.0	5.0	3.0
Treats all individuals with respect, irrespective of status or background.	7.0	5.0	6.0	6.5	2.0
Shows interest in the views and concerns of others.	5.0	8.0	7.5	3.5	2.0
Recognizes when feelings and behaviour don't match.	6.0	8.0	8.5	3.0	3.5
Knows what is important to employees/co-workers.	6.0	6.0	9.0	5.0	2.5
Acts considerately toward employees/co-workers.	5.0	5.0	8.0	5.0	3.5
Understands why people do the things they do.	6.0	6.0	7.0	4.0	2.5
13. Fosters Teamwork					
Commends work group successes.	7.0	8.0	7.0	5.5	3.0
Keeps the work group informed about events in the organization.	5.0	7.0	7.5	5.5	3.0
Works to build team spirit in the work group.	6.0	4.0	9.0	5.0	4.0
Invites work group members to express their views.	5.0	7.0	6.0	4.0	2.0
Involves the work group in "running the business".	8.0	8.0	7.5	4.5	3.0
Takes employee concerns seriously and responds to them.	6.0	6.0	7.5	4.5	2.5
Takes action to improve employee satisfaction.	7.0	7.0	6.5	3.5	2.5
14. Empowers Employees					
Delegates responsibility for tasks and decisions to employees.	8.0	8.0	7.5	3.0	1.5
Allows employees to make decisions within their job scope.	7.0	6.0	8.0	4.5	3.0
Involves employees in decisions that affect the work unit.	5.0	9.0	8.0	7.5	4.0
Encourages employees to take on responsibility.	4.0	6.0	7.0	3.0	2.0

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Behavioural Ratings

Interacting with Others

	Self	Supervisor	Co-worker	Direct Reports	Other
15. Coaches and Develops Others					
Helps employees determine training and development needs.	6.0	9.0	7.5	5.5	2.5
Encourages employees to advance their careers.	5.0	5.0	8.5	3.5	3.5
Coaches and trains employees to meet performance goals.	8.0	8.0	7.0	6.5	4.5
Provides helpful feedback on employee performance.	5.0	7.0	8.0	6.5	3.0
16. Handles Disagreement Constructively					
Able to disagree without offending people.	7.0	7.0	7.5	6.0	2.0
Attempts to resolve disagreements with co-workers.	6.0	7.0	6.0	6.5	1.5
Validates and resolves differing viewpoints.	6.0	9.0	8.0	4.5	3.0
Seeks common ground in disagreements.	8.0	6.0	7.5	5.0	3.0
17. Influences Others					
When communicating to a group, is sensitive to their position.	6.0	7.0	6.5	5.5	3.5
Uses logical arguments, backed by facts and figures.	7.0	7.0	6.5	8.5	1.5
Expresses own opinions assertively.	6.0	6.0	5.5	4.5	3.5
Able to develop a persuasive presentation.	7.0	7.0	8.0	6.5	2.0
Strongly influences opinions, ideas, and plans of co-workers.	6.0	8.0	7.5	6.0	2.0

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Thinking and Deciding

	Self	Supervisor	Co-worker	Direct Reports	Other
18. Mobilizes Activity Around a Clear Purpose					
Sets clear goals for the unit.	7.0	8.0	7.5	5.5	3.5
Leads the work group in discussions of unit performance.	7.0	7.0	7.5	4.0	1.5
Communicates goals to employees.	4.0	6.0	7.5	6.0	2.5
Aligns daily actions with stated goals.	7.0	7.0	6.0	5.5	3.5
Works with employees to set action plans.	6.0	8.0	9.0	6.5	3.0
19. Gathers and Analyzes Information					
Gathers all information before drawing a conclusion or making a decision.	5.0	9.0	6.5	6.0	1.0
Is curious about activities and events and tries to learn more about them.	4.0	9.0	6.5	4.0	1.0
Investigates matters thoroughly when faced with incomplete information.	4.0	9.0	6.5	6.0	2.0
Seeks and weighs information from different points of view.	5.0	5.0	5.5	3.5	3.0
Accurately and objectively assesses information.	7.0	7.0	8.0	5.0	2.5
20. Solves Problems and Makes Decisions					
Sets priorities based on an accurate analysis of events and conditions.	4.0	5.0	7.5	3.5	2.0
Identifies the most important aspects of complex problems or situations.	5.0	5.0	7.5	4.0	2.0
Logically breaks down complex tasks or issues into manageable pieces.	6.0	5.0	7.0	5.5	1.0
Identifies problems or issues before they become obvious.	5.0	6.0	8.0	6.5	4.0
Sees connections between different situations or events that others might not see.	5.0	9.0	6.0	4.5	4.5
Uses past experience to identify problems or situations that need attention.	8.0	6.0	8.5	7.0	2.5
Responds to situations and problems in a practical way.	6.0	8.0	7.5	5.5	1.0
Identifies and reasons through relevant factors before making decisions or forming conclusions.	6.0	7.0	7.5	6.0	2.0
Thinks of possible obstacles and consequences before making a decision.	7.0	7.0	7.5	4.5	4.0
Uses new ideas in combination with existing approaches to solve problems.	6.0	5.0	8.0	5.0	2.0
21. Seeks Innovation					
Finds innovative changes to methods or approaches.	6.0	7.0	7.0	4.5	2.0
Addresses problems or issues creatively.	5.0	7.0	8.5	4.5	4.5
Looks for new and different ways of doing things to improve performance.	6.0	8.0	7.5	5.5	3.0
Suggests or starts new and different approaches.	8.0	8.0	7.5	6.0	2.5
Comes up with original ideas.	5.0	7.0	7.5	4.5	5.0
22. Displays Flexibility					
Adapts own behaviour or approach to match the needs of different situations.	6.0	6.0	7.0	5.5	2.0
Responds to co-workers' preferences to do things differently.	7.0	6.0	7.5	4.5	3.0
Works effectively with people who do not see things the same way.	7.0	6.0	8.0	4.0	2.0
Open to new ideas and approaches suggested by others.	5.0	7.0	7.5	4.0	2.5

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Thinking and Deciding

23. Shows Organization Awareness

	Self	Supervisor	Co-worker	Direct Reports	Other
Takes actions that support the goals and activities of the work unit.	5.0	7.0	7.5	6.0	3.0
Considers the impact of decisions on other work units and groups.	7.0	9.0	6.5	5.0	2.0
Shares important information about the work unit with other groups.	8.0	6.0	7.0	5.0	4.0
Supports business decisions made by management.	7.0	7.0	8.0	6.0	3.0
Is aware of factors in industry and the community that affect the organization.	6.0	7.0	7.5	5.0	3.5
Knows how different groups and departments in the organization function.	9.0	6.0	8.0	4.0	2.0
Knows where in the organization to look for answers.	6.0	8.0	6.5	5.0	1.5

24. Learns Skills and Develops Capabilities

	Self	Supervisor	Co-worker	Direct Reports	Other
Keen to learn new skills and develop knowledge.	8.0	8.0	7.5	4.5	3.0
Seeks out and listens to feedback on personal performance and behaviour.	6.0	6.0	8.0	5.0	2.0
Demonstrates the skills required to perform in the work role.	6.0	3.0	8.0	3.5	3.0
Changes behaviour in response to feedback from others.	6.0	9.0	8.0	3.5	4.5
Learns from mistakes and does not repeat them.	6.0	8.0	7.5	7.0	3.5
Shows interest in own career development.	5.0	7.0	7.0	5.0	2.5

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Highest Behavioural Ratings

Item	Rating	Competency
Encourages employees to look for better ways of doing things.	**7.0**	2. Works to High Quality Standards
Involves employees in decisions that affect the work unit.	**6.9**	14. Empowers Employees
Makes an extra effort to complete work when faced with a challenge.	**6.9**	3. Achieves Results Efficiently
Sets a work plan that tracks all aspects of tasks and activities.	**6.7**	1. Plans Work Activities
Expects employees to be responsible for behaving safely.	**6.7**	9. Acts to Uphold Safety
Sets realistic timelines for completing tasks.	**6.6**	1. Plans Work Activities
Knows what is expected of the work unit by internal/external customers.	**6.4**	4. Satisfies Customers
Works with employees to set action plans.	**6.4**	18. Mobilizes Activity Around a Clear Purpose
Coaches and trains employees to meet performance goals.	**6.3**	15. Coaches and Develops Others
Learns from mistakes and does not repeat them.	**6.3**	24. Learns Skills and Develops Capabilities
Identifies problems or issues before they become obvious.	**6.1**	20. Solves Problems and Makes Decisions
Looks for ways to improve procedures, methods and outcomes.	**6.1**	2. Works to High Quality Standards
Addresses problems or issues creatively.	**6.0**	21. Seeks Innovation
Provides helpful feedback on employee performance.	**6.0**	15. Coaches and Develops Others
Uses past experience to identify problems or situations that need attention.	**6.0**	20. Solves Problems and Makes Decisions

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Lowest Behavioral Ratings

Item	Rating	Competency
Works neatly and accurately, with attention to detail.	4.1	2. Works to High Quality Standards
Seeks and weighs information from different points of view.	4.1	19. Gathers and Analyzes Information
Encourages employees to take on responsibility.	4.3	14. Empowers Employees
Responds promptly to safety concerns raised by employees.	4.3	9. Acts to Uphold Safety
Identifies safety risks and takes immediate steps to control them.	4.3	9. Acts to Uphold Safety
Sets priorities based on an accurate analysis of events and conditions.	4.4	20. Solves Problems and Makes Decisions
Invites work group members to express their views.	4.4	13. Fosters Teamwork
Delegates responsibility for tasks and decisions to employees.	4.6	14. Empowers Employees
Demonstrates the skills required to perform in the work role.	4.6	24. Learns Skills and Develops Capabilities
Is curious about activities and events and tries to learn more about them.	4.6	19. Gathers and Analyzes Information
Identifies the most important aspects of complex problems or situations.	4.6	20. Solves Problems and Makes Decisions
Logically breaks down complex tasks or issues into manageable pieces.	4.6	20. Solves Problems and Makes Decisions
Is upfront and honest about their intentions.	4.6	5. Acts Responsibly and with Integrity
Takes action to improve employee satisfaction.	4.6	13. Fosters Teamwork
Leads the work group in discussions of unit performance.	4.7	18. Mobilizes Activity Around a Clear Purpose

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

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

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

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

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

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

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