PSYCHOMETRICS 360 FEEDBACK **REPORT**

18-June-2026

J. Sample

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Psychometrics

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Introduction

360

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) + **3** Co-workers + **2** Direct Reports + **3** Others = **9** 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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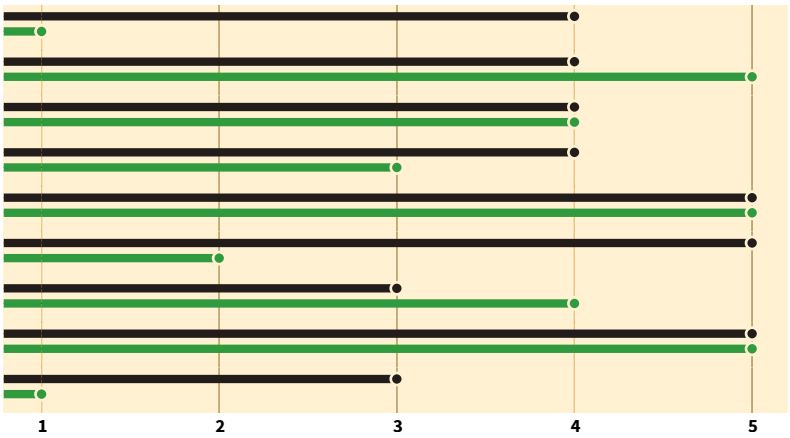
Self vs **Supervisor** Importance Ratings

360

Not Important | Somewhat Important | Important | Very Important | Critically Important

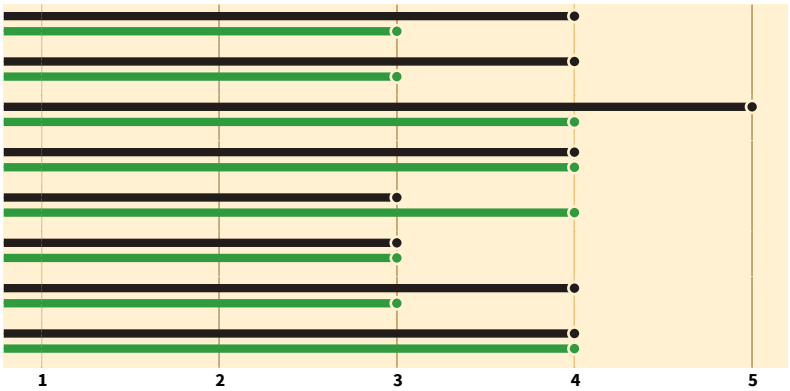
Work and Execution

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



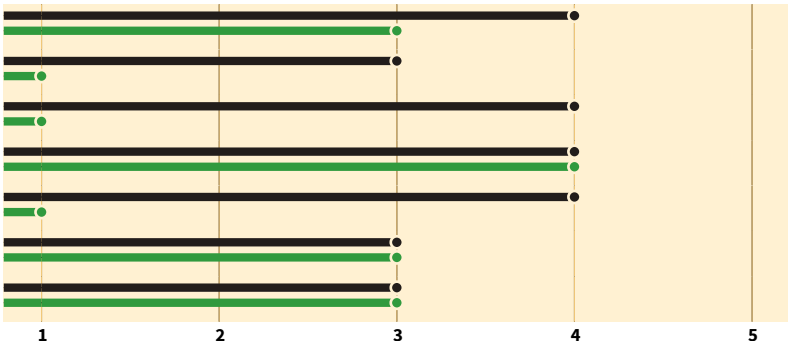
Interacting with Others

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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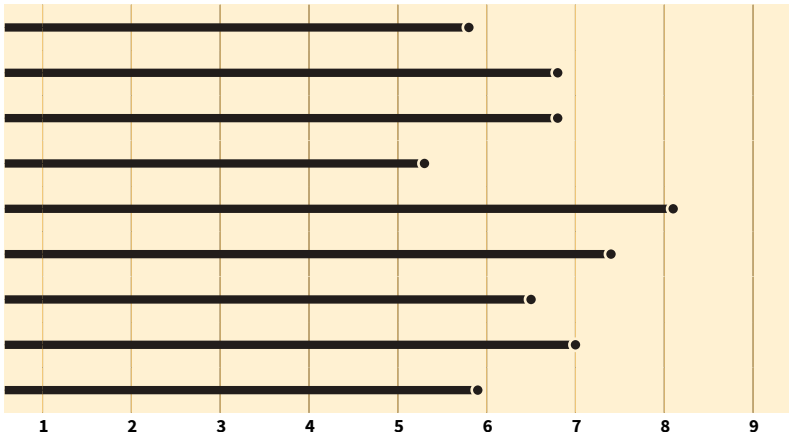
Self Competency Ratings

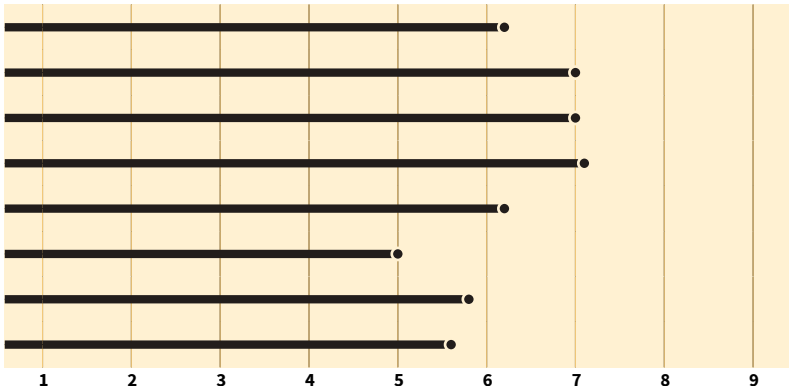
360

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

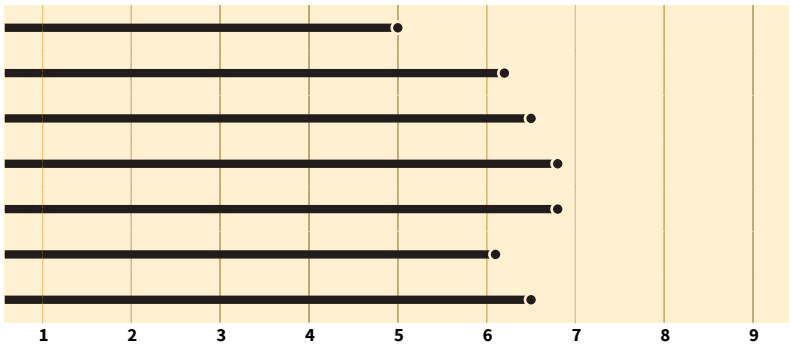
Work and Execution



Interacting with Others



Thinking and Deciding



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

5. Acts Responsibly and with Integrity
6. Manages Stress
8. Expresses Ideas Clearly in Spoken Form
11. Encourages Open Dialogue
13. Fosters Teamwork

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

4. Satisfies Customers
15. Coaches and Develops Others
16. Handles Disagreement Constructively
17. Influences Others
18. Mobilizes Activity Around a Clear Purpose

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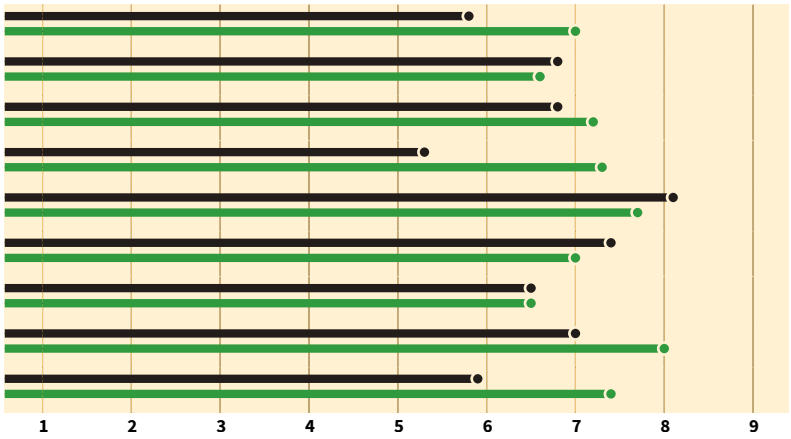
Self vs. **Supervisor** Competency Ratings

360

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

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
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14. Empowers Employees
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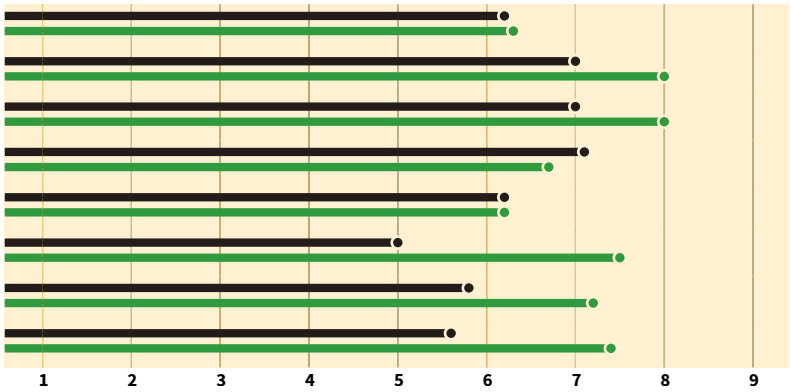

Thinking and Deciding

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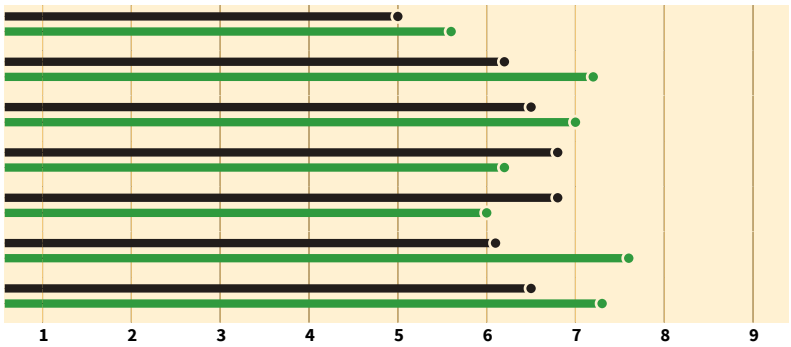
23. Shows Organization Awareness
24. Learns Skills and Develops Capabilities



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

5. Acts Responsibly and with Integrity
8. Expresses Ideas Clearly in Spoken Form
11. Encourages Open Dialogue
12. Shows Respect, Inclusiveness and Sensitivity
23. Shows Organization Awareness

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

10. Displays Cooperation and Teamwork
14. Empowers Employees
18. Mobilizes Activity Around a Clear Purpose
21. Seeks Innovation
22. Displays Flexibility

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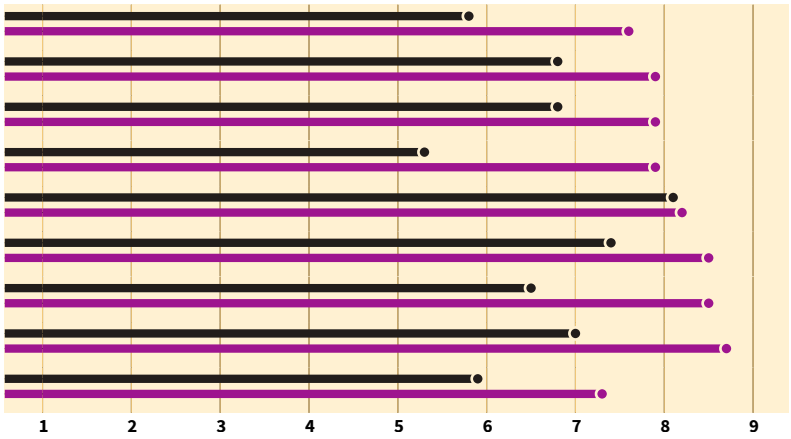
Self vs. **Co-worker** Competency Ratings

360

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

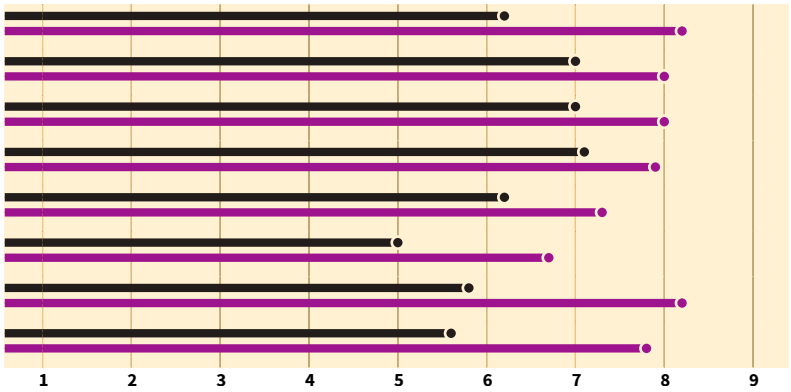
Work and Execution

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



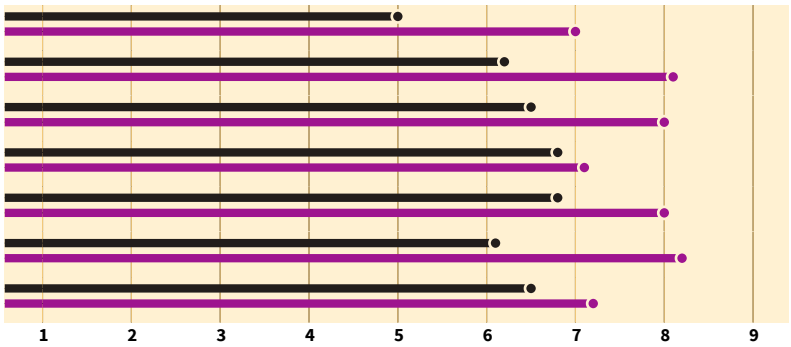
Interacting with Others

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 **Co-workers** see from you the most:

5. Acts Responsibly and with Integrity
6. Manages Stress
7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
16. Handles Disagreement Constructively

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

9. Acts to Uphold Safety
15. Coaches and Develops Others
18. Mobilizes Activity Around a Clear Purpose
21. Seeks Innovation
24. Learns Skills and Develops Capabilities

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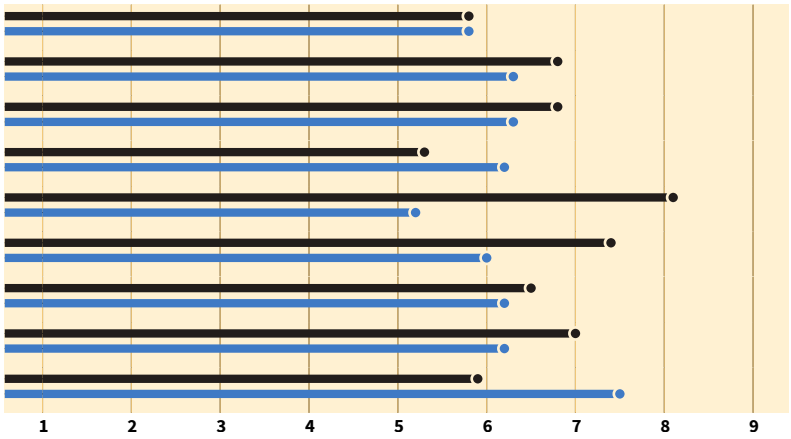
Self vs. **Direct Report** Competency Ratings

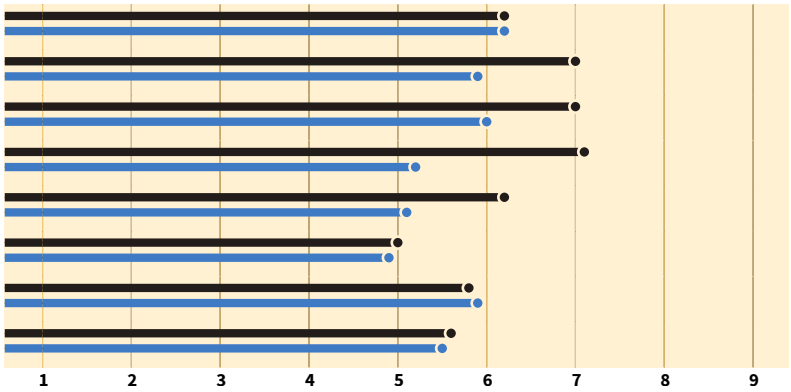
360

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

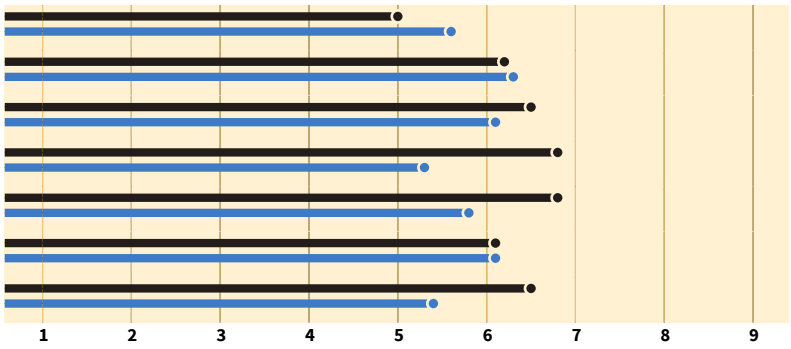
Work and Execution



Interacting with Others



Thinking and Deciding



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

2. Works to High Quality Standards
3. Achieves Results Efficiently
7. Expresses Ideas Clearly in Written Form
9. Acts to Uphold Safety
19. Gathers and Analyzes Information

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

5. Acts Responsibly and with Integrity
13. Fosters Teamwork
14. Empowers Employees
15. Coaches and Develops Others
21. Seeks Innovation

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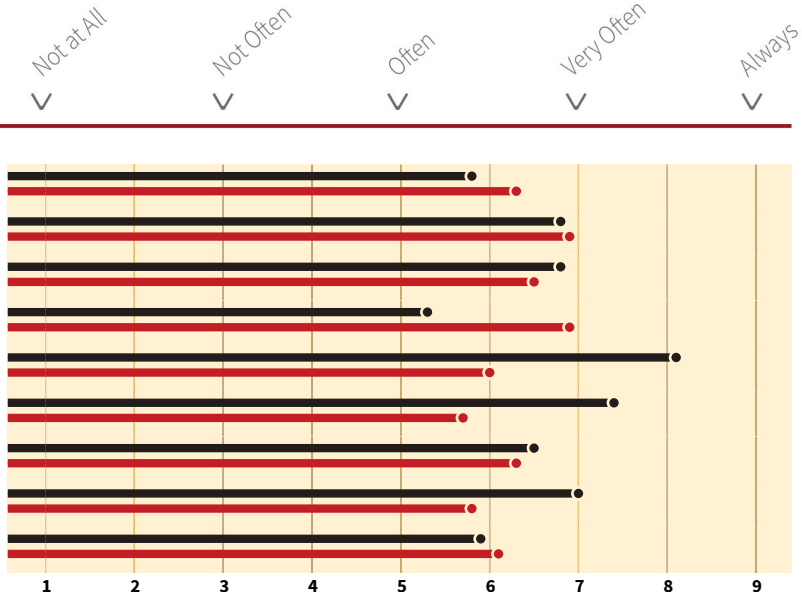
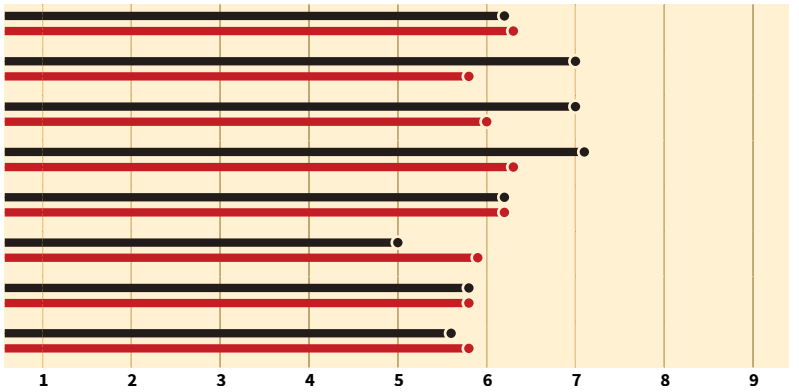
Self vs. **Other** Competency Ratings

360

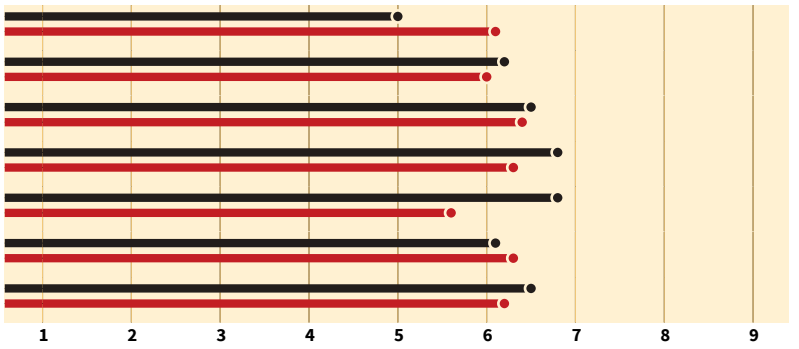
Work and Execution



Interacting with Others



Thinking and Deciding



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

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
4. Satisfies Customers
20. Solves Problems and Makes Decisions

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

6. Manages Stress
8. Expresses Ideas Clearly in Spoken Form
11. Encourages Open Dialogue
17. Influences Others
22. Displays Flexibility

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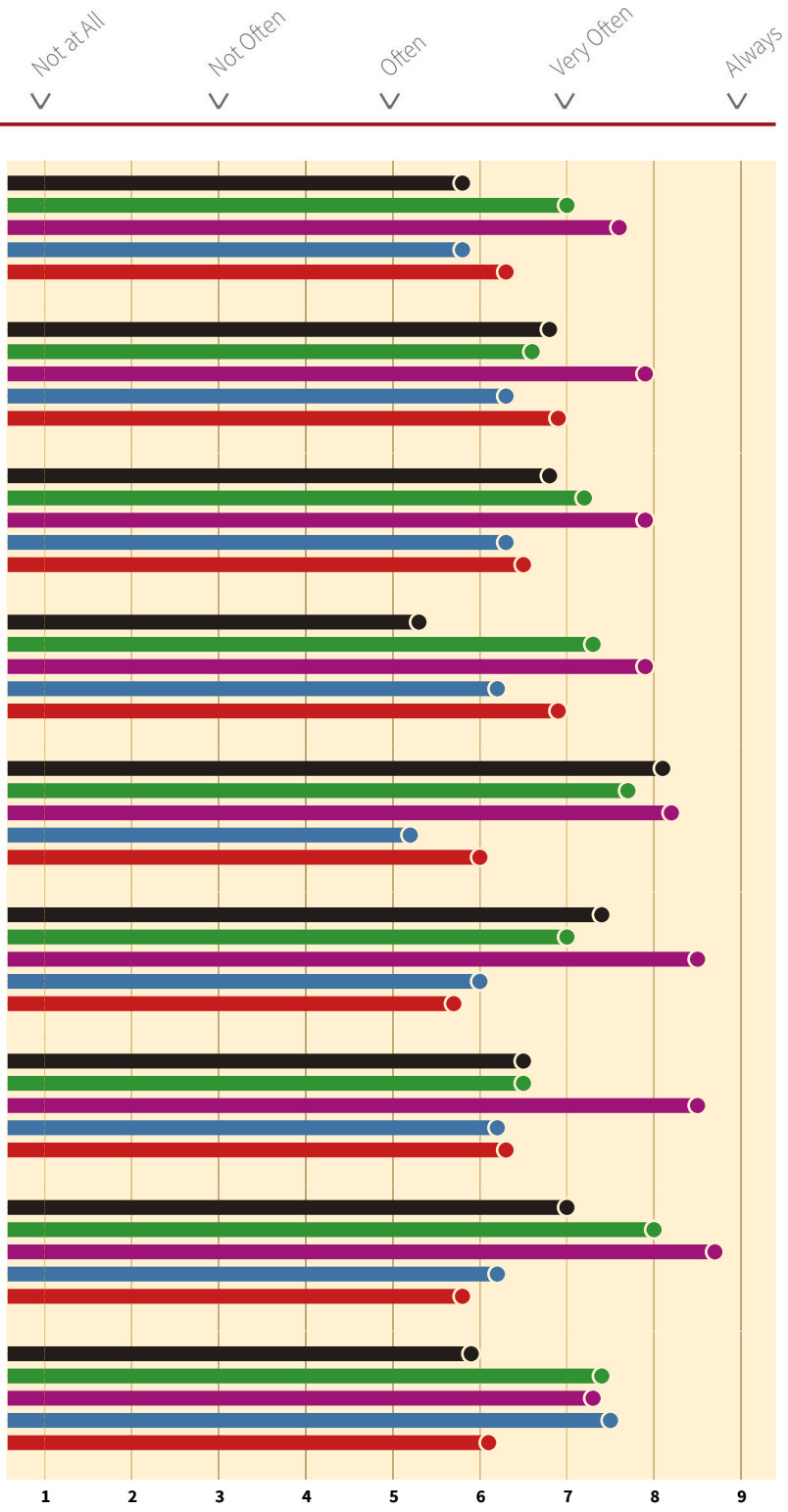
Self vs. **All** Competency Ratings

Self · Supervisor · Co-worker · Direct Reports · Other

360

Work and Execution



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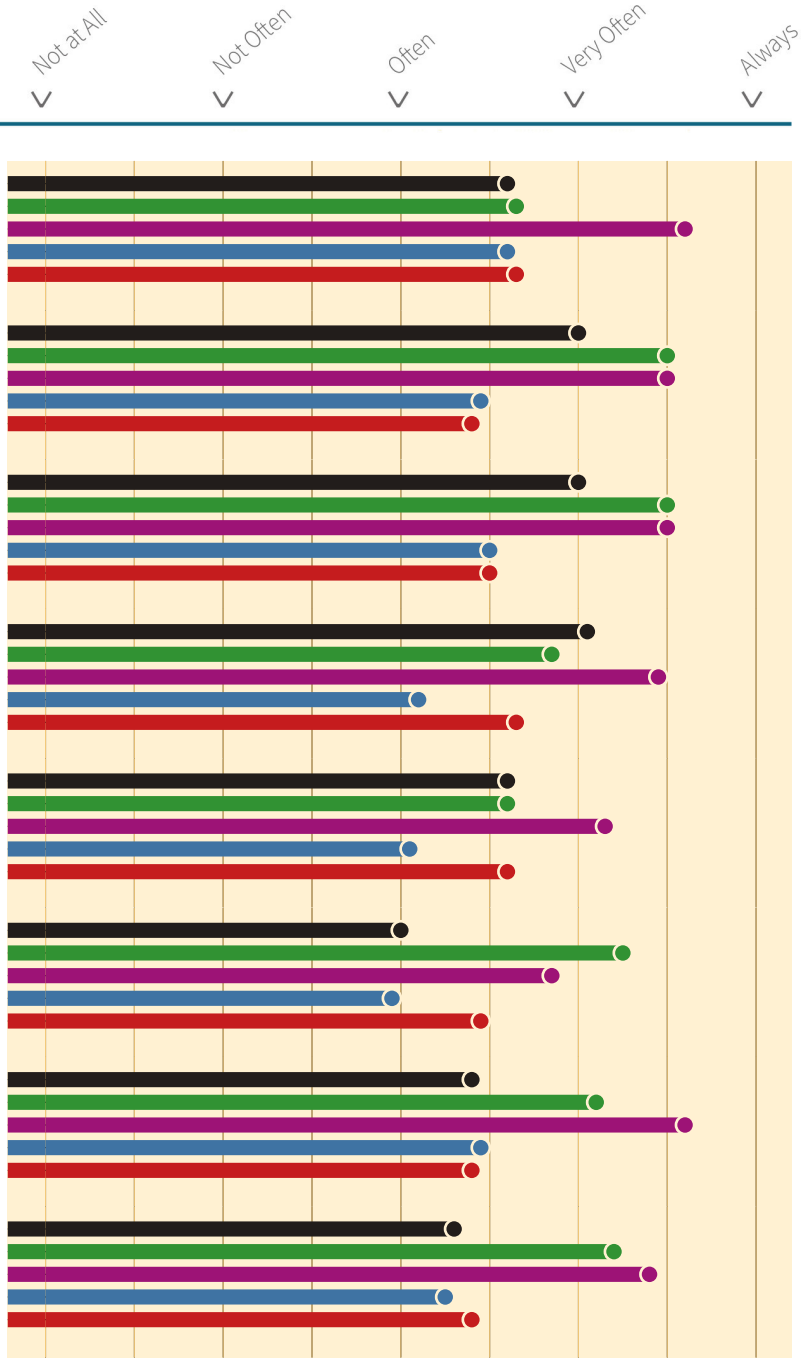
Self vs. **All** Competency Ratings

Self · Supervisor · Co-worker · Direct Reports · Other

360

Interacting with Others



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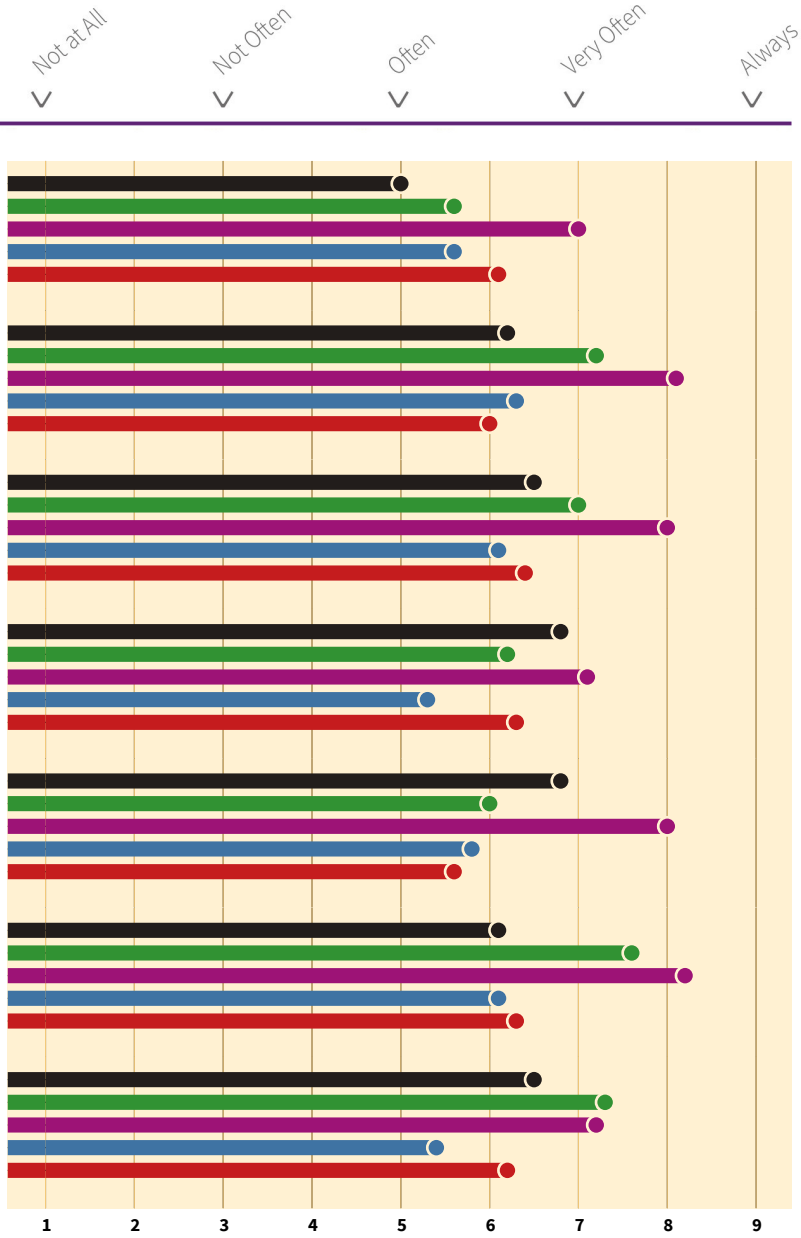
Self vs. **All** Competency Ratings

Self · Supervisor · Co-worker · Direct Reports · Other

360

Thinking and Deciding



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5 **Most** Observed Competencies

360

Rater Group		Rating
> Self	5. Acts Responsibly and with Integrity	**8.1**
	6. Manages Stress	**7.4**
	13. Fosters Teamwork	**7.1**
	8. Expresses Ideas Clearly in Spoken Form	**7.0**
	11. Encourages Open Dialogue	**7.0**
> Supervisor	8. Expresses Ideas Clearly in Spoken Form	**8.0**
	11. Encourages Open Dialogue	**8.0**
	12. Shows Respect, Inclusiveness and Sensitivity	**8.0**
	5. Acts Responsibly and with Integrity	**7.7**
	23. Shows Organization Awareness	**7.6**
> Co-worker	8. Expresses Ideas Clearly in Spoken Form	**8.7**
	7. Expresses Ideas Clearly in Written Form	**8.5**
	6. Manages Stress	**8.5**
	16. Handles Disagreement Constructively	**8.2**
	5. Acts Responsibly and with Integrity	**8.2**
> Direct Reports	9. Acts to Uphold Safety	**7.5**
	2. Works to High Quality Standards	**6.3**
	3. Achieves Results Efficiently	**6.3**
	19. Gathers and Analyzes Information	**6.3**
	7. Expresses Ideas Clearly in Written Form	**6.2**
> Other	4. Satisfies Customers	**6.9**
	2. Works to High Quality Standards	**6.9**
	3. Achieves Results Efficiently	**6.5**
	20. Solves Problems and Makes Decisions	**6.4**
	1. Plans Work Activities	**6.3**

Competencies Rated **7.0 or HIGHER**

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5 **Least** Observed Competencies

360

Rater Group		Rating
> Self	18. Mobilizes Activity Around a Clear Purpose	**5.0**
	15. Coaches and Develops Others	**5.0**
	4. Satisfies Customers	**5.3**
	17. Influences Others	**5.6**
	16. Handles Disagreement Constructively	**5.8**
> Supervisor	18. Mobilizes Activity Around a Clear Purpose	**5.6**
	22. Displays Flexibility	**6.0**
	21. Seeks Innovation	**6.2**
	14. Empowers Employees	**6.2**
	10. Displays Cooperation and Teamwork	**6.3**
> Co-worker	15. Coaches and Develops Others	**6.7**
	18. Mobilizes Activity Around a Clear Purpose	**7.0**
	21. Seeks Innovation	**7.1**
	24. Learns Skills and Develops Capabilities	**7.2**
	9. Acts to Uphold Safety	**7.3**
> Direct Reports	15. Coaches and Develops Others	**4.9**
	14. Empowers Employees	**5.1**
	13. Fosters Teamwork	**5.2**
	5. Acts Responsibly and with Integrity	**5.2**
	21. Seeks Innovation	**5.3**
> Other	22. Displays Flexibility	**5.6**
	6. Manages Stress	**5.7**
	11. Encourages Open Dialogue	**5.8**
	17. Influences Others	**5.8**
	8. Expresses Ideas Clearly in Spoken Form	**5.8**

Competencies Rated
5.0 or LOWER

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Work and Execution

	Self	Supervisor	Co-worker	Direct Reports	Other
1. Plans Work Activities					
Stays focused on the most important work matters.	7.0	7.0	8.0	5.5	6.7
Sets work priorities based on the importance and urgency of tasks.	6.0	8.0	8.3	6.0	6.7
Sets realistic timelines for completing tasks.	5.0	7.0	7.0	5.5	5.3
Sets a work plan that tracks all aspects of tasks and activities.	5.0	5.0	7.7	6.5	6.3
Uses time and resources efficiently to complete tasks on schedule.	6.0	7.0	7.7	6.5	6.7
Monitors work progress against expected results.	6.0	8.0	6.7	4.5	6.3
2. Works to High Quality Standards					
Works neatly and accurately, with attention to detail.	6.0	5.0	8.3	5.0	6.7
Completes tasks to a high standard of quality and excellence.	7.0	9.0	8.0	6.0	6.3
Expects work group to achieve high quality standards.	7.0	6.0	8.0	6.5	7.3
Encourages employees to look for better ways of doing things.	7.0	7.0	7.7	7.0	7.3
Looks for ways to improve procedures, methods and outcomes.	7.0	6.0	7.3	7.0	6.7
3. Achieves Results Efficiently					
Finds ways to do work efficiently and increase output.	6.0	5.0	8.0	5.5	6.7
Makes an extra effort to complete work when faced with a challenge.	7.0	8.0	8.3	7.5	6.7
Consistently achieves results and meets expected goals.	7.0	8.0	8.0	7.0	6.3
Holds others to achieve expected results.	7.0	7.0	8.0	6.0	6.0
Sets challenging goals and works to achieve them.	7.0	8.0	7.0	5.5	6.7
4. Satisfies Customers					
Knows what is expected of the work unit by internal/external customers.	5.0	8.0	8.0	6.0	7.3
Responds to requests for information or services from internal/external customers and suppliers.	6.0	8.0	8.7	6.5	6.7
Looks for ways to work more effectively with internal/external customers and suppliers.	5.0	6.0	7.0	6.0	6.7
5. Acts Responsibly and with Integrity					
Is honest and straightforward in dealings with co-workers.	9.0	9.0	8.0	3.0	5.7
Practices what they preach.	9.0	8.0	8.0	6.0	5.7
Accepts responsibility for outcomes of own decisions.	9.0	8.0	8.3	7.0	5.7
Is upfront and honest about their intentions.	7.0	8.0	8.3	3.5	6.7
Earns the trust of co-workers and employees.	7.0	8.0	8.0	4.5	6.0
Takes personal responsibility when things go wrong.	9.0	8.0	8.3	5.5	6.7
Acts predictably in all situations.	7.0	5.0	8.3	7.0	5.7

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Work and Execution

	Self	Supervisor	Co-worker	Direct Reports	Other
6. Manages Stress					
Controls emotions when things go wrong.	9.0	6.0	9.0	6.0	5.3
Helps others stay calm in stressful situations.	7.0	6.0	8.7	5.5	5.7
Keeps a broad view, even when under pressure.	7.0	8.0	8.0	6.0	5.3
Finds positive ways to respond to tough situations.	7.0	7.0	8.3	5.5	6.3
Responds calmly when faced with many demands at one time.	7.0	8.0	8.3	7.0	6.0
7. Expresses Ideas Clearly in Written Form					
Uses suitable language in written communication.	7.0	6.0	8.3	6.0	6.7
Writes reports and memos clearly and concisely.	6.0	7.0	8.7	6.5	6.0
8. Expresses Ideas Clearly in Spoken Form					
Uses language and terminology that is understood by the listener.	7.0	8.0	8.7	6.0	5.7
Speaks clearly and understandably.	7.0	8.0	8.7	6.5	6.0
9. Acts to Uphold Safety					
Expects employees to be responsible for behaving safely.	5.0	9.0	6.7	7.5	6.3
"Walks the talk" when it comes to safety.	5.0	8.0	6.7	7.5	6.3
Identifies safety risks and takes immediate steps to control them.	5.0	6.0	7.3	7.0	6.0
Makes the time to address the safety and wellness of employees.	5.0	6.0	8.0	7.5	5.7
Advises others about safety practices and procedures.	5.0	8.0	6.3	7.5	6.0
Responds promptly to safety concerns raised by employees.	9.0	7.0	8.0	8.0	6.3
Puts safety before production, time pressure or costs.	7.0	8.0	8.3	7.5	6.3

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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.	7.0	7.0	8.0	5.5	6.3
Balances self-interest with the interests of co-workers.	5.0	7.0	8.3	4.5	6.3
Involves co-workers in matters and decisions that impact them.	5.0	4.0	8.0	6.0	6.0
Coordinates work plans with those of other work units/groups.	6.0	6.0	8.3	7.0	6.3
Gives co-workers credit for group accomplishments.	7.0	8.0	8.3	7.5	6.3
Learns from co-workers and direct reports	7.0	6.0	8.0	6.5	6.3
11. Encourages Open Dialogue					
Easy to talk to.	7.0	9.0	8.3	5.5	6.7
Encourages others to share their thoughts and feelings about work matters.	7.0	7.0	7.0	6.5	5.3
Seeks out and listens to the ideas and opinions of others.	7.0	8.0	8.3	5.5	5.3
Is a good listener.	7.0	8.0	8.3	6.0	5.7
12. Shows Respect, Inclusiveness and Sensitivity					
Understands and accepts personal differences among co-workers.	7.0	8.0	8.3	6.0	5.3
Treats all individuals with respect, irrespective of status or background.	7.0	9.0	8.7	7.5	5.7
Shows interest in the views and concerns of others.	7.0	8.0	8.3	5.0	6.0
Recognizes when feelings and behaviour don't match.	7.0	8.0	7.3	6.5	5.7
Knows what is important to employees/co-workers.	7.0	7.0	8.0	4.5	6.3
Acts considerately toward employees/co-workers.	7.0	8.0	8.3	7.0	6.3
Understands why people do the things they do.	7.0	8.0	7.3	5.5	6.7
13. Fosters Teamwork					
Commends work group successes.	8.0	4.0	6.0	4.5	6.3
Keeps the work group informed about events in the organization.	7.0	8.0	8.0	4.5	6.0
Works to build team spirit in the work group.	7.0	7.0	8.0	4.5	6.3
Invites work group members to express their views.	7.0	5.0	8.3	7.0	6.0
Involves the work group in "running the business".	7.0	7.0	8.3	7.0	6.7
Takes employee concerns seriously and responds to them.	7.0	8.0	8.3	4.5	6.7
Takes action to improve employee satisfaction.	7.0	8.0	8.3	4.5	6.0
14. Empowers Employees					
Delegates responsibility for tasks and decisions to employees.	7.0	5.0	6.7	3.5	6.7
Allows employees to make decisions within their job scope.	7.0	8.0	7.0	5.0	5.3
Involves employees in decisions that affect the work unit.	5.0	5.0	8.0	5.0	6.0
Encourages employees to take on responsibility.	6.0	7.0	7.7	7.0	7.0

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Interacting with Others

	Self	Supervisor	Co-worker	Direct Reports	Other
15. Coaches and Develops Others					
Helps employees determine training and development needs.	5.0	7.0	6.3	3.0	5.3
Encourages employees to advance their careers.	6.0	7.0	6.3	6.0	6.3
Coaches and trains employees to meet performance goals.	5.0	8.0	6.7	4.5	6.0
Provides helpful feedback on employee performance.	4.0	8.0	7.3	6.0	6.0
16. Handles Disagreement Constructively					
Able to disagree without offending people.	7.0	6.0	8.3	6.0	5.7
Attempts to resolve disagreements with co-workers.	5.0	8.0	8.3	6.0	6.0
Validates and resolves differing viewpoints.	6.0	7.0	8.3	5.5	5.7
Seeks common ground in disagreements.	5.0	8.0	8.0	6.0	6.0
17. Influences Others					
When communicating to a group, is sensitive to their position.	7.0	7.0	8.3	6.0	5.0
Uses logical arguments, backed by facts and figures.	5.0	7.0	8.3	6.0	5.7
Expresses own opinions assertively.	5.0	7.0	8.3	7.0	5.3
Able to develop a persuasive presentation.	7.0	8.0	6.3	4.5	6.3
Strongly influences opinions, ideas, and plans of co-workers.	4.0	8.0	7.7	4.0	6.7

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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.	6.0	4.0	6.3	5.0	6.3
Leads the work group in discussions of unit performance.	5.0	5.0	6.7	5.0	6.0
Communicates goals to employees.	5.0	5.0	6.3	6.5	6.3
Aligns daily actions with stated goals.	4.0	6.0	8.3	5.5	6.0
Works with employees to set action plans.	5.0	8.0	7.3	6.0	6.0
19. Gathers and Analyzes Information					
Gathers all information before drawing a conclusion or making a decision.	5.0	8.0	8.0	5.5	5.7
Is curious about activities and events and tries to learn more about them.	5.0	5.0	8.3	7.0	6.3
Investigates matters thoroughly when faced with incomplete information.	7.0	8.0	8.3	7.0	6.3
Seeks and weighs information from different points of view.	7.0	8.0	8.0	5.5	5.3
Accurately and objectively assesses information.	7.0	7.0	8.0	6.5	6.3
20. Solves Problems and Makes Decisions					
Sets priorities based on an accurate analysis of events and conditions.	5.0	9.0	7.7	6.0	5.7
Identifies the most important aspects of complex problems or situations.	7.0	7.0	8.7	6.5	6.3
Logically breaks down complex tasks or issues into manageable pieces.	4.0	7.0	7.3	6.5	6.3
Identifies problems or issues before they become obvious.	7.0	7.0	7.7	5.5	6.3
Sees connections between different situations or events that others might not see.	7.0	6.0	7.7	5.5	6.3
Uses past experience to identify problems or situations that need attention.	7.0	7.0	8.0	7.0	7.3
Responds to situations and problems in a practical way.	7.0	7.0	8.3	6.5	6.3
Identifies and reasons through relevant factors before making decisions or forming conclusions.	7.0	7.0	8.0	6.0	6.0
Thinks of possible obstacles and consequences before making a decision.	7.0	7.0	8.3	6.5	6.7
Uses new ideas in combination with existing approaches to solve problems.	7.0	6.0	8.0	4.5	6.7
21. Seeks Innovation					
Finds innovative changes to methods or approaches.	7.0	6.0	7.0	5.0	5.7
Addresses problems or issues creatively.	7.0	7.0	7.7	5.0	6.0
Looks for new and different ways of doing things to improve performance.	6.0	8.0	6.7	5.5	6.7
Suggests or starts new and different approaches.	7.0	4.0	6.3	6.5	6.7
Comes up with original ideas.	7.0	6.0	8.0	4.5	6.7
22. Displays Flexibility					
Adapts own behaviour or approach to match the needs of different situations.	7.0	5.0	8.3	5.5	5.3
Responds to co-workers' preferences to do things differently.	6.0	4.0	7.0	6.0	5.3
Works effectively with people who do not see things the same way.	7.0	7.0	8.3	5.0	5.7
Open to new ideas and approaches suggested by others.	7.0	8.0	8.3	6.5	6.0

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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.	7.0	7.0	7.7	3.5	6.3
Considers the impact of decisions on other work units and groups.	6.0	8.0	8.3	5.5	5.3
Shares important information about the work unit with other groups.	7.0	6.0	8.3	5.0	6.3
Supports business decisions made by management.	7.0	9.0	8.3	8.0	6.3
Is aware of factors in industry and the community that affect the organization.	5.0	7.0	7.7	7.0	6.7
Knows how different groups and departments in the organization function.	6.0	8.0	8.3	7.5	6.7
Knows where in the organization to look for answers.	5.0	8.0	8.7	6.5	6.7

24. Learns Skills and Develops Capabilities

	Self	Supervisor	Co-worker	Direct Reports	Other
Keen to learn new skills and develop knowledge.	8.0	7.0	7.0	4.0	5.7
Seeks out and listens to feedback on personal performance and behaviour.	6.0	7.0	6.7	6.5	6.0
Demonstrates the skills required to perform in the work role.	7.0	8.0	8.3	6.5	6.7
Changes behaviour in response to feedback from others.	5.0	7.0	6.7	4.0	5.7
Learns from mistakes and does not repeat them.	7.0	7.0	7.7	6.0	6.3
Shows interest in own career development.	6.0	8.0	6.7	5.5	6.7

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Highest Behavioural Ratings

360

Item	Rating	Competency
Supports business decisions made by management.	**7.7**	23. Shows Organization Awareness
Makes an extra effort to complete work when faced with a challenge.	**7.6**	3. Achieves Results Efficiently
Knows how different groups and departments in the organization function.	**7.6**	23. Shows Organization Awareness
Responds to requests for information or services from internal/external customers and suppliers.	**7.4**	4. Satisfies Customers
Treats all individuals with respect, irrespective of status or background.	**7.4**	12. Shows Respect, Inclusiveness and Sensitivity
Gives co-workers credit for group accomplishments.	**7.4**	10. Displays Cooperation and Teamwork
Uses past experience to identify problems or situations that need attention.	**7.4**	20. Solves Problems and Makes Decisions
Puts safety before production, time pressure or costs.	**7.4**	9. Acts to Uphold Safety
Knows where in the organization to look for answers.	**7.4**	23. Shows Organization Awareness
Knows what is expected of the work unit by internal/external customers.	**7.3**	4. Satisfies Customers
Demonstrates the skills required to perform in the work role.	**7.3**	24. Learns Skills and Develops Capabilities
Investigates matters thoroughly when faced with incomplete information.	**7.3**	19. Gathers and Analyzes Information
Encourages employees to look for better ways of doing things.	**7.3**	2. Works to High Quality Standards
Involves the work group in "running the business".	**7.3**	13. Fosters Teamwork
Acts considerately toward employees/co-workers.	**7.3**	12. Shows Respect, Inclusiveness and Sensitivity

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Lowest Behavioral Ratings

360

Item	Rating	Competency
Helps employees determine training and development needs.	**5.3**	15. Coaches and Develops Others
Commends work group successes.	**5.6**	13. Fosters Teamwork
Sets clear goals for the unit.	**5.8**	18. Mobilizes Activity Around a Clear Purpose
Delegates responsibility for tasks and decisions to employees.	**5.8**	14. Empowers Employees
Changes behaviour in response to feedback from others.	**5.8**	24. Learns Skills and Develops Capabilities
Leads the work group in discussions of unit performance.	**5.9**	18. Mobilizes Activity Around a Clear Purpose
Keen to learn new skills and develop knowledge.	**5.9**	24. Learns Skills and Develops Capabilities
Responds to co-workers' preferences to do things differently.	**5.9**	22. Displays Flexibility
Finds innovative changes to methods or approaches.	**6.0**	21. Seeks Innovation
Allows employees to make decisions within their job scope.	**6.1**	14. Empowers Employees
Coaches and trains employees to meet performance goals.	**6.1**	15. Coaches and Develops Others
Sets realistic timelines for completing tasks.	**6.1**	1. Plans Work Activities
Able to develop a persuasive presentation.	**6.1**	17. Influences Others
Takes actions that support the goals and activities of the work unit.	**6.2**	23. Shows Organization Awareness
Is honest and straightforward in dealings with co-workers.	**6.2**	5. Acts Responsibly and with Integrity

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

- Calm demeanor, willing to examine and bring new processes into the organization.
- Communicates clear objectives and overcomes obstacles with a positive attitude
- Involve broader range of stakeholders when identifying future opportunities
- He builds relationships
- Well organized, prioritizes effectively, is articulate.
- He understands the business and has extensive connection in it
- He is a decision maker and is assertive about his point of view.
- Comes across as a very credible individual that knows the business.
- Understand the industry and the strength of various locations and employees. Experienced professional with a strong background knowledge of the business.

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

- He maintains and projects a very professional attitude and is confident.
- Does not come across as friendly at first.
- Continue to invest in the development of a high performing sales team.
- Use the right people to negotiate contracts.
- Additional participation in projects; he often delegates to his personnel when he should be more involved directly.
- Keep up the positive attitude
- More interaction with peers
- More exposure to different aspects of the business.
- Set better targets for his team to achieve.

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

- Be more open to change.
- Give feedback in a more timely manner
- Ask for more feedback/ideas from staff.
- Better manage conflicts between team members
- Communicate more directly and precisely.
- Sometimes shows too much favoritism.
- Be more flexible and open to change
- Support staff more through learning opportunities.
- Invest more time in his own development

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