



PSYCHOMETRICS 360 FEEDBACK **REPORT**

22-September-2026

J. Sample

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 23 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?

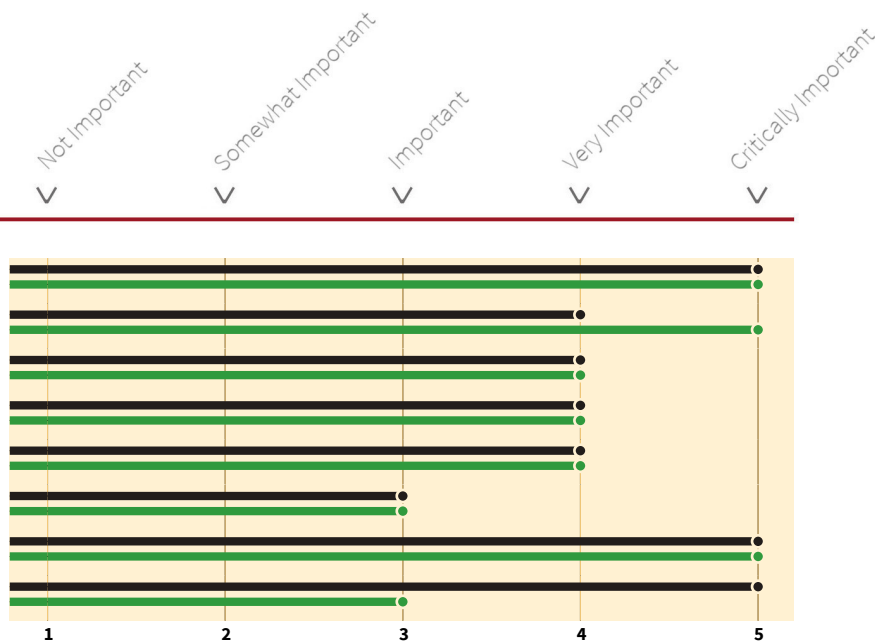
This report was prepared in a way that ensures the anonymity of the people who completed the questionnaire. It is normal to wonder who gave you certain ratings and why, but you should try to remain open to the feedback and appreciative of the people who were prepared to offer it to you.

Self vs Supervisor Importance Ratings



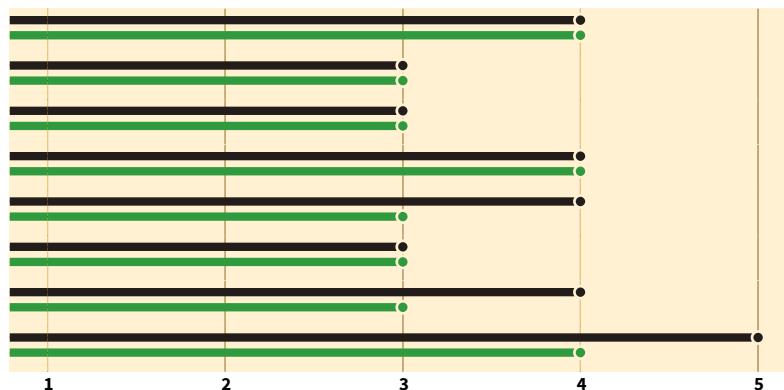
Work and Execution

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



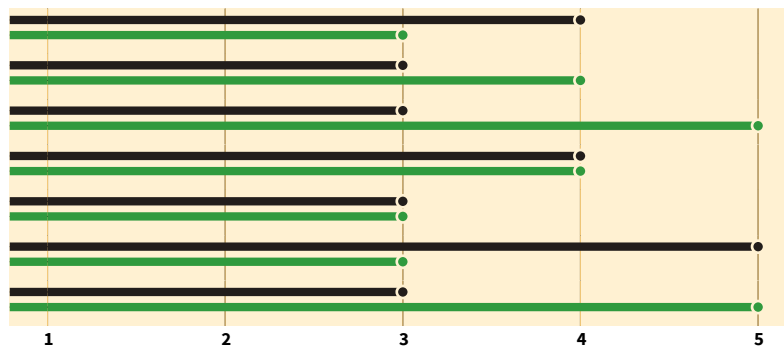
Interacting with Others

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



Thinking and Deciding

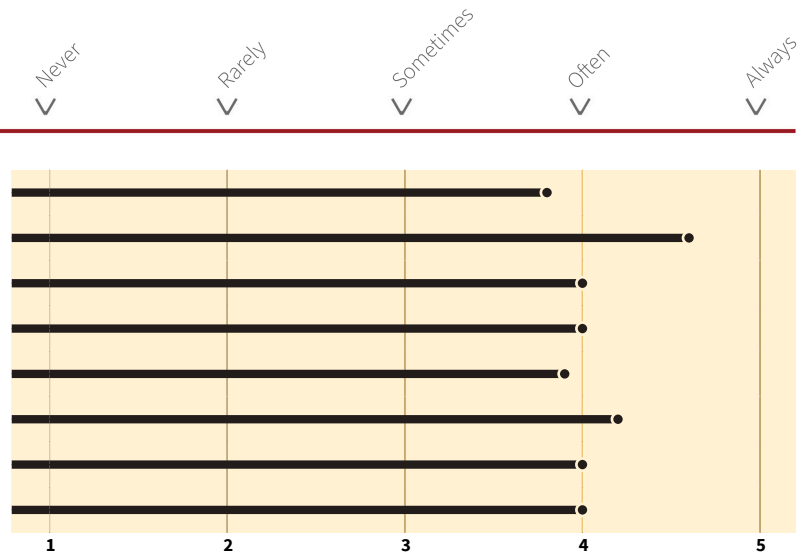
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19. Solves Problems and Makes Decisions
20. Seeks Innovation
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22. Shows Organization Awareness
23. Learns Skills and Develops Capabilities





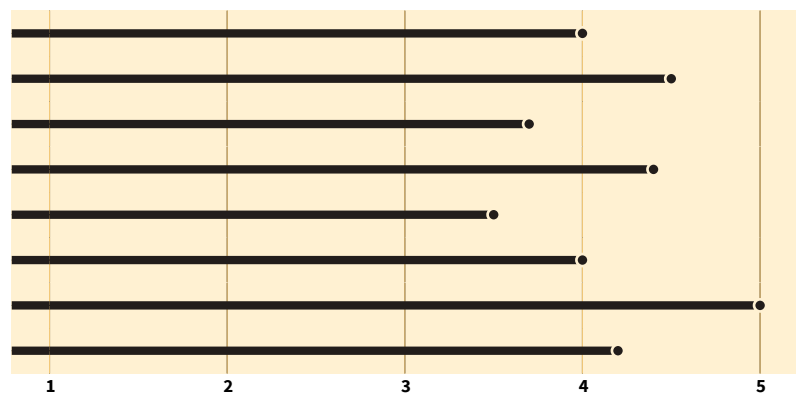
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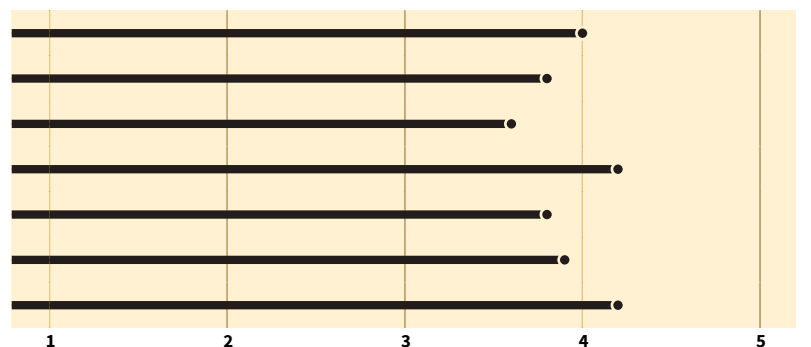
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> Competencies that **you** utilize the most:

2. Works to High Quality Standards
6. Manages Stress
10. Encourages Open Dialogue
12. Fosters Teamwork
15. Handles Disagreement Constructively

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

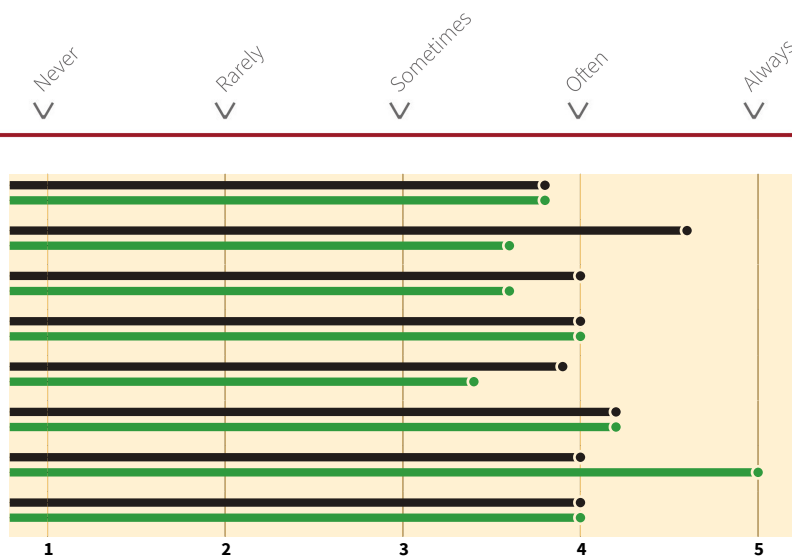
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Self vs. Supervisor Competency Ratings



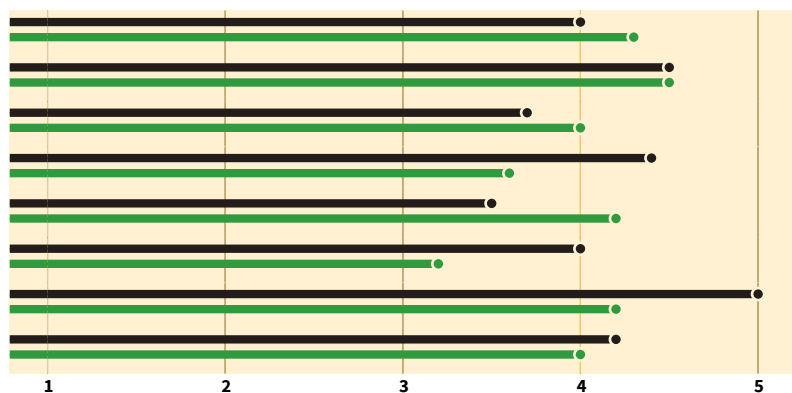
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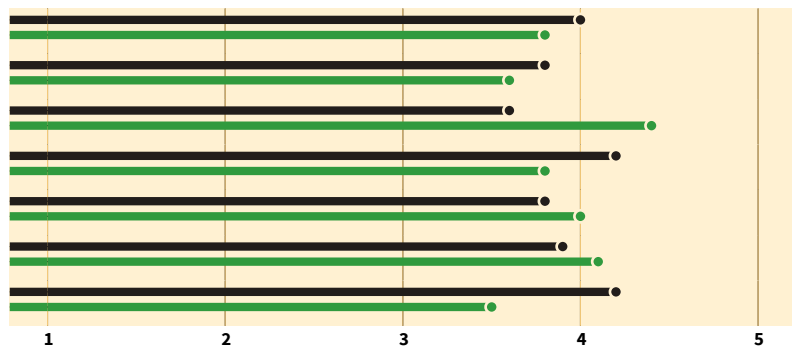
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> Competencies that your **Supervisor(s)** see from you the most:

7. Expresses Ideas Clearly in Written Form
9. Displays Cooperation and Teamwork
10. Encourages Open Dialogue
13. Empowers Employees
19. Solves Problems and Makes Decisions

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

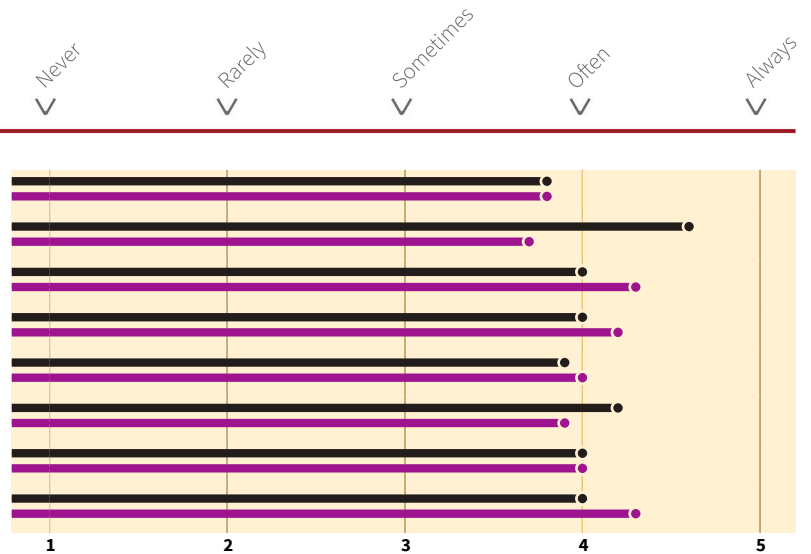
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Self vs. Co-worker Competency Ratings



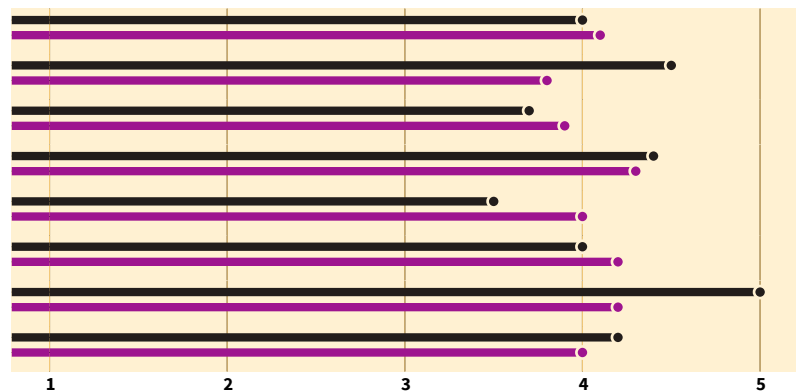
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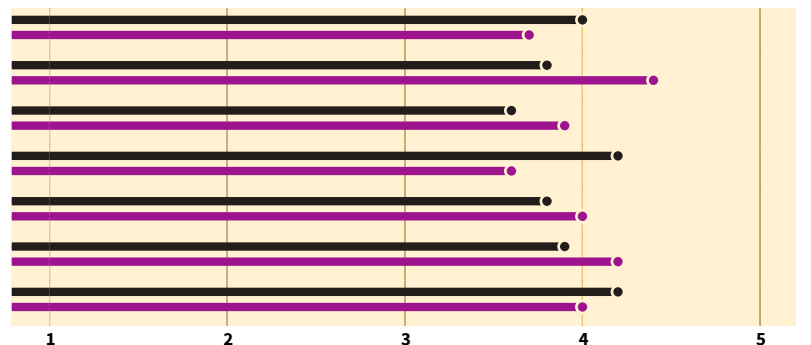
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> Competencies that your **Co-workers** see from you the most:

3. Achieves Results Efficiently
8. Expresses Ideas Clearly in Spoken Form
12. Fosters Teamwork
14. Coaches and Develops Others
18. Gathers and Analyzes Information

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

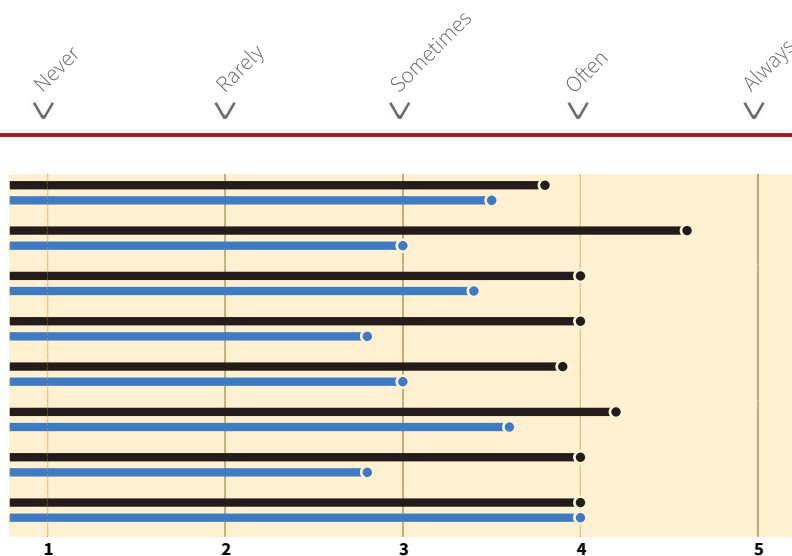
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Self vs. Direct Report Competency Ratings



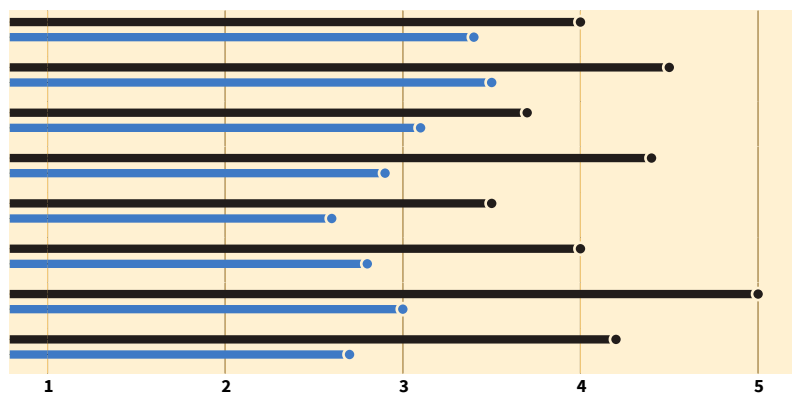
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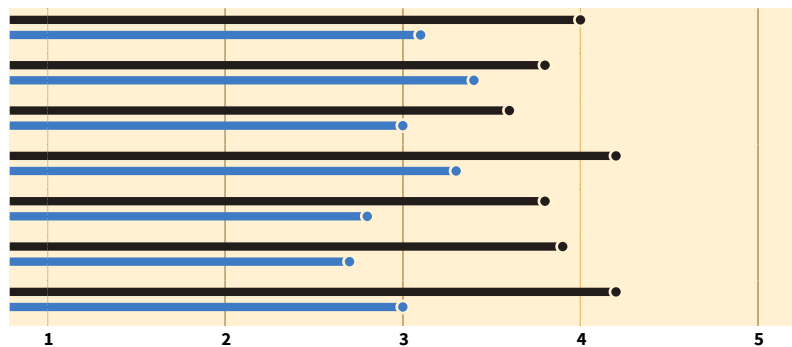
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> Competencies that your **Direct Reports** see from you the most:

1. Plans Work Activities
6. Manages Stress
8. Expresses Ideas Clearly in Spoken Form
9. Displays Cooperation and Teamwork
10. Encourages Open Dialogue

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

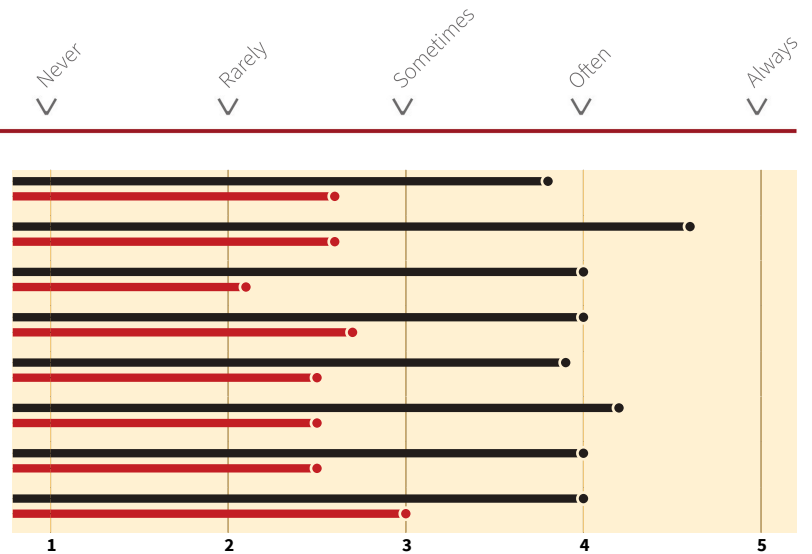
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Self vs. Other Competency Ratings



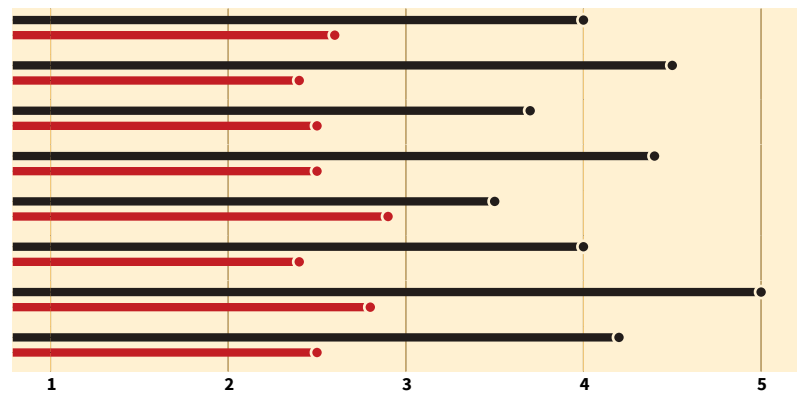
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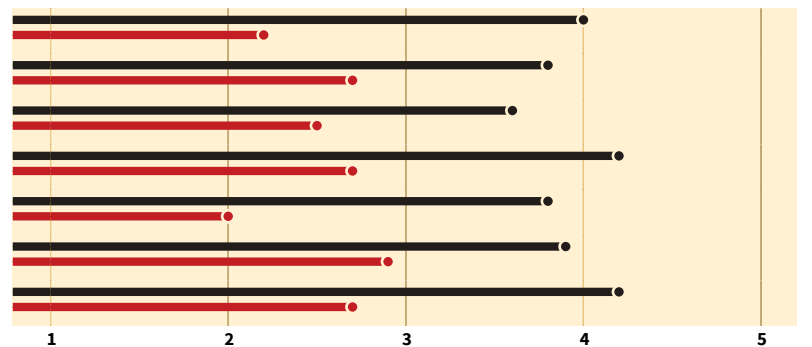
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> Competencies that **Others** see from you the most:

8. Expresses Ideas Clearly in Spoken Form
13. Empowers Employees
15. Handles Disagreement Constructively
18. Gathers and Analyzes Information
22. Shows Organization Awareness

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

3. Achieves Results Efficiently
10. Encourages Open Dialogue
14. Coaches and Develops Others
17. Mobilizes Activity Around a Clear Purpose
21. Displays Flexibility

Self vs. All Competency Ratings



Work and Execution

Never Rarely Sometimes Often Always

1. Plans Work Activities



2. Works to High Quality Standards



3. Achieves Results Efficiently



4. Satisfies Customers



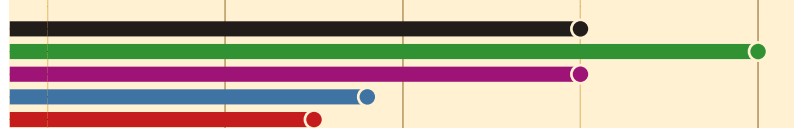
5. Acts Responsibly and with Integrity



6. Manages Stress



7. Expresses Ideas Clearly in Written Form



8. Expresses Ideas Clearly in Spoken Form



Self vs. All Competency Ratings



Interacting with Others

Never Rarely Sometimes Often Always

9. Displays Cooperation and Teamwork



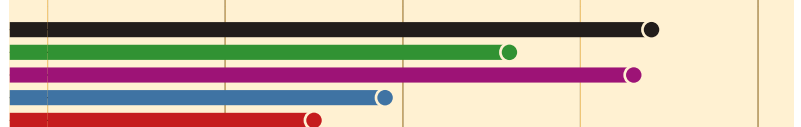
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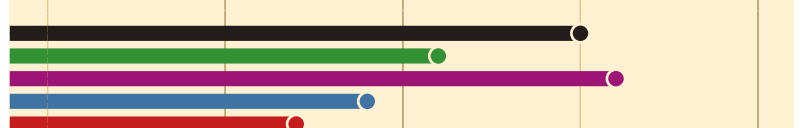
12. Fosters Teamwork



13. Empowers Employees



14. Coaches and Develops Others



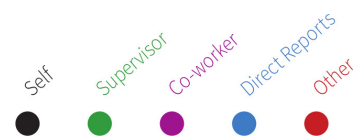
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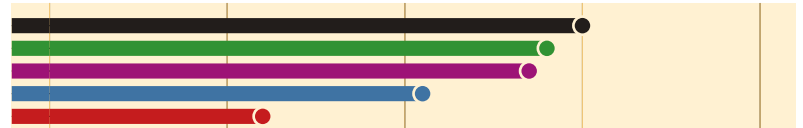
Self vs. All Competency Ratings



Thinking and Deciding

Never Rarely Sometimes Often Always

17. Mobilizes Activity Around a Clear Purpose



18. Gathers and Analyzes Information



19. Solves Problems and Makes Decisions



20. Seeks Innovation



21. Displays Flexibility



22. Shows Organization Awareness



23. Learns Skills and Develops Capabilities



5 Most Observed Competencies

Rater Group		Rating
> Self		✓
	15. Handles Disagreement Constructively	5.0
	2. Works to High Quality Standards	4.6
	10. Encourages Open Dialogue	4.5
	12. Fosters Teamwork	4.4
	6. Manages Stress	4.2
> Supervisor		
	7. Expresses Ideas Clearly in Written Form	5.0
	10. Encourages Open Dialogue	4.5
	19. Solves Problems and Makes Decisions	4.4
	9. Displays Cooperation and Teamwork	4.3
	13. Empowers Employees	4.2
> Co-worker		
	18. Gathers and Analyzes Information	4.4
	8. Expresses Ideas Clearly in Spoken Form	4.3
	12. Fosters Teamwork	4.3
	3. Achieves Results Efficiently	4.3
	14. Coaches and Develops Others	4.2
> Direct Reports		
	8. Expresses Ideas Clearly in Spoken Form	4.0
	6. Manages Stress	3.6
	1. Plans Work Activities	3.5
	10. Encourages Open Dialogue	3.5
	9. Displays Cooperation and Teamwork	3.4
> Other		
	8. Expresses Ideas Clearly in Spoken Form	3.0
	13. Empowers Employees	2.9
	22. Shows Organization Awareness	2.9
	15. Handles Disagreement Constructively	2.8
	18. Gathers and Analyzes Information	2.7


Competencies Rated
4.0 or HIGHER

5 Least Observed Competencies

Rater Group		Rating ✓
> Self	 13. Empowers Employees	3.5
	 19. Solves Problems and Makes Decisions	3.6
	 11. Shows Respect, Inclusiveness and Sensitivity	3.7
	 21. Displays Flexibility	3.8
	 18. Gathers and Analyzes Information	3.8
> Supervisor	 14. Coaches and Develops Others	3.2
	 5. Acts Responsibly and with Integrity	3.4
	 23. Learns Skills and Develops Capabilities	3.5
	 12. Fosters Teamwork	3.6
	 18. Gathers and Analyzes Information	3.6
> Co-worker	 20. Seeks Innovation	3.6
	 2. Works to High Quality Standards	3.7
	 17. Mobilizes Activity Around a Clear Purpose	3.7
	 10. Encourages Open Dialogue	3.8
	 1. Plans Work Activities	3.8
> Direct Reports	 13. Empowers Employees	2.6 
	 16. Influences Others	2.7 
	 22. Shows Organization Awareness	2.7 
	 7. Expresses Ideas Clearly in Written Form	2.8
	 21. Displays Flexibility	2.8
> Other	 21. Displays Flexibility	2.0 
	 3. Achieves Results Efficiently	2.1 
	 17. Mobilizes Activity Around a Clear Purpose	2.2 
	 10. Encourages Open Dialogue	2.4 
	 14. Coaches and Develops Others	2.4 


Competencies Rated
2.7 or LOWER

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



Work and Execution

1. Plans Work Activities

Sets work priorities based on the importance and urgency of tasks.	3.0	5.0	4.3	3.5	2.3
Monitors work progress against expected results.	5.0	4.0	3.7	3.5	3.3
Sets realistic timelines for completing tasks.	3.0	3.0	4.0	4.0	2.7
Sets a work plan that tracks all aspects of tasks and activities.	4.0	4.0	3.0	4.0	1.7
Uses time and resources efficiently to complete tasks on schedule.	5.0	4.0	3.7	4.0	2.7
Stays focused on the most important work matters.	3.0	3.0	4.3	2.0	3.0

2. Works to High Quality Standards

Completes tasks to a high standard of quality and excellence.	5.0	3.0	3.3	3.5	3.3
Works neatly and accurately, with attention to detail.	4.0	3.0	3.7	3.0	2.7
Encourages employees to look for better ways of doing things.	5.0	4.0	4.0	2.5	2.7
Looks for ways to improve procedures, methods and outcomes.	4.0	5.0	3.7	3.0	2.0
Expects work group to achieve high quality standards.	5.0	3.0	3.7	3.0	2.3

3. Achieves Results Efficiently

Makes an extra effort to complete work when faced with a challenge.	4.0	3.0	4.3	3.5	1.7
Sets challenging goals and works to achieve them.	5.0	5.0	4.3	4.0	2.0
Finds ways to do work efficiently and increase output.	3.0	3.0	4.0	3.5	2.3
Consistently achieves results and meets expected goals.	4.0	3.0	4.0	3.0	2.3
Holds others to achieve expected results.	4.0	4.0	4.7	3.0	2.3

4. Satisfies Customers

Looks for ways to work more effectively with internal/external customers and suppliers.	4.0	4.0	4.0	2.0	2.3
Knows what is expected of the work unit by internal/external customers.	3.0	5.0	3.7	3.0	2.7
Responds to requests for information or services from internal/external customers and suppliers.	5.0	3.0	5.0	3.5	3.0

5. Acts Responsibly and with Integrity

Is upfront and honest about their intentions.	5.0	3.0	4.3	3.5	2.7
Acts predictably in all situations.	3.0	3.0	4.0	2.5	2.0
Takes personal responsibility when things go wrong.	3.0	4.0	3.7	2.5	3.3
Accepts responsibility for outcomes of own decisions.	3.0	4.0	3.3	3.5	2.3
Is honest and straightforward in dealings with co-workers.	4.0	4.0	4.7	3.0	1.7
Earns the trust of co-workers and employees.	4.0	3.0	4.3	4.0	3.0
Practices what they preach.	5.0	3.0	3.7	2.0	2.3

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



Work and Execution

6. Manages Stress

Helps others stay calm in stressful situations.	5.0	4.0	3.3	4.0	2.0
Keeps a broad view, even when under pressure.	3.0	4.0	3.7	3.5	2.3
Finds positive ways to respond to tough situations.	5.0	4.0	4.3	4.0	3.0
Responds calmly when faced with many demands at one time.	3.0	4.0	3.7	3.0	2.7
Controls emotions when things go wrong.	5.0	5.0	4.3	3.5	2.3

7. Expresses Ideas Clearly in Written Form

Writes reports and memos clearly and concisely.	4.0	5.0	3.7	3.5	2.3
Uses suitable language in written communication.	4.0	5.0	4.3	2.0	2.7

8. Expresses Ideas Clearly in Spoken Form

Uses language and terminology that is understood by the listener.	4.0	3.0	4.3	4.0	2.7
Speaks clearly and understandably.	4.0	5.0	4.3	4.0	3.3



Interacting with Others

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

9. Displays Cooperation and Teamwork

Gives co-workers credit for group accomplishments.	5.0	5.0	4.7	4.0	2.7
Works with co-workers to address common interests or concerns.	5.0	4.0	4.3	3.5	3.0
Balances self-interest with the interests of co-workers.	3.0	4.0	3.7	2.0	2.7
Learns from co-workers and direct reports	5.0	3.0	4.0	3.5	3.0
Coordinates work plans with those of other work units/groups.	3.0	5.0	4.0	4.0	1.7
Involves co-workers in matters and decisions that impact them.	3.0	5.0	3.7	3.5	2.3

10. Encourages Open Dialogue

Seeks out and listens to the ideas and opinions of others.	5.0	5.0	3.3	3.0	2.3
Encourages others to share their thoughts and feelings about work matters.	4.0	5.0	4.7	4.0	2.3
Easy to talk to.	5.0	5.0	3.0	4.0	2.3
Is a good listener.	4.0	3.0	4.0	3.0	2.7

11. Shows Respect, Inclusiveness and Sensitivity

Shows interest in the views and concerns of others.	3.0	5.0	4.0	3.0	3.0
Knows what is important to employees/co-workers.	5.0	5.0	4.3	3.5	2.7
Acts considerately toward employees/co-workers.	3.0	3.0	3.3	3.0	2.7
Recognizes when feelings and behaviour don't match.	4.0	5.0	3.3	3.5	2.0
Understands why people do the things they do.	5.0	4.0	3.3	2.5	3.0
Understands and accepts personal differences among co-workers.	3.0	3.0	4.3	3.5	2.0
Treats all individuals with respect, irrespective of status or background.	3.0	3.0	4.7	3.0	2.0

12. Fosters Teamwork

Involves the work group in "running the business".	4.0	4.0	3.7	3.5	2.7
Invites work group members to express their views.	5.0	3.0	4.3	2.5	2.7
Takes action to improve employee satisfaction.	4.0	3.0	4.7	3.0	2.7
Commends work group successes.	3.0	4.0	4.7	3.0	2.0
Takes employee concerns seriously and responds to them.	5.0	3.0	4.7	2.5	2.0
Keeps the work group informed about events in the organization.	5.0	5.0	4.7	2.5	2.7
Works to build team spirit in the work group.	5.0	3.0	3.3	3.0	3.0

13. Empowers Employees

Delegates responsibility for tasks and decisions to employees.	3.0	4.0	4.0	2.5	3.0
Encourages employees to take on responsibility.	4.0	5.0	3.7	2.5	2.3
Allows employees to make decisions within their job scope.	4.0	3.0	3.7	3.0	3.0
Involves employees in decisions that affect the work unit.	3.0	5.0	4.7	2.5	3.3



Interacting with Others

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

14. Coaches and Develops Others

Provides helpful feedback on employee performance.	4.0	4.0	4.0	2.5	3.0
Coaches and trains employees to meet performance goals.	4.0	3.0	4.3	4.0	1.7
Helps employees determine training and development needs.	4.0	3.0	4.3	2.5	2.3
Encourages employees to advance their careers.	4.0	3.0	4.3	2.0	2.7

15. Handles Disagreement Constructively

Seeks common ground in disagreements.	5.0	3.0	4.7	2.5	3.7
Attempts to resolve disagreements with co-workers.	5.0	5.0	4.3	3.0	3.7
Able to disagree without offending people.	5.0	5.0	4.3	3.5	2.3
Validates and resolves differing viewpoints.	5.0	4.0	3.7	3.0	1.7

16. Influences Others

Strongly influences opinions, ideas, and plans of co-workers.	5.0	3.0	4.0	2.0	2.0
Able to develop a persuasive presentation.	5.0	5.0	4.0	3.5	1.3
Expresses own opinions assertively.	4.0	4.0	4.0	3.0	2.7
Uses logical arguments, backed by facts and figures.	4.0	3.0	4.0	2.0	3.3
When communicating to a group, is sensitive to their position.	3.0	5.0	4.0	3.0	3.3

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



Thinking and Deciding

17. Mobilizes Activity Around a Clear Purpose

Sets clear goals for the unit.	5.0	5.0	4.0	2.5	2.7
Aligns daily actions with stated goals.	4.0	4.0	3.7	2.0	1.3
Works with employees to set action plans.	3.0	3.0	3.3	3.0	2.0
Leads the work group in discussions of unit performance.	5.0	3.0	4.0	4.0	2.7
Communicates goals to employees.	3.0	4.0	3.7	4.0	2.3

18. Gathers and Analyzes Information

Seeks and weighs information from different points of view.	4.0	3.0	4.7	3.5	1.7
Accurately and objectively assesses information.	4.0	5.0	4.0	3.5	2.3
Is curious about activities and events and tries to learn more about them.	4.0	3.0	4.3	3.5	3.7
Gathers all information before drawing a conclusion or making a decision.	3.0	3.0	4.3	3.0	2.3
Investigates matters thoroughly when faced with incomplete information.	4.0	4.0	4.7	3.5	3.7

19. Solves Problems and Makes Decisions

Thinks of possible obstacles and consequences before making a decision.	3.0	4.0	4.0	2.5	2.0
Identifies and reasons through relevant factors before making decisions or forming conclusions.	3.0	4.0	4.3	3.0	2.0
Identifies the most important aspects of complex problems or situations.	3.0	5.0	3.0	3.5	2.7
Identifies problems or issues before they become obvious.	4.0	4.0	3.7	4.0	2.0
Uses new ideas in combination with existing approaches to solve problems.	3.0	4.0	4.0	2.5	3.0
Logically breaks down complex tasks or issues into manageable pieces.	4.0	5.0	3.7	3.0	1.7
Sets priorities based on an accurate analysis of events and conditions.	4.0	5.0	4.7	3.5	3.3
Uses past experience to identify problems or situations that need attention.	4.0	5.0	3.7	2.5	2.3
Sees connections between different situations or events that others might not see.	4.0	4.0	4.0	2.5	2.3
Responds to situations and problems in a practical way.	4.0	4.0	4.0	3.0	3.7

20. Seeks Innovation

Finds innovative changes to methods or approaches.	5.0	4.0	3.3	3.5	3.3
Addresses problems or issues creatively.	4.0	3.0	4.7	3.5	3.7
Suggests or starts new and different approaches.	4.0	4.0	3.7	3.0	2.7
Comes up with original ideas.	4.0	3.0	3.0	3.0	2.0
Looks for new and different ways of doing things to improve performance.	4.0	5.0	3.3	3.5	2.0

21. Displays Flexibility

Open to new ideas and approaches suggested by others.	5.0	3.0	4.0	2.5	2.0
Responds to co-workers' preferences to do things differently.	3.0	4.0	4.0	4.0	2.7
Adapts own behaviour or approach to match the needs of different situations.	4.0	4.0	3.7	2.5	1.3
Works effectively with people who do not see things the same way.	3.0	5.0	4.3	2.0	2.0



Thinking and Deciding

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

22. Shows Organization Awareness

Knows how different groups and departments in the organization function.	4.0	5.0	4.0	2.5	3.3
Shares important information about the work unit with other groups.	3.0	4.0	3.3	2.5	3.0
Supports business decisions made by management.	5.0	4.0	4.3	3.0	3.0
Takes actions that support the goals and activities of the work unit.	3.0	5.0	5.0	2.0	1.7
Knows where in the organization to look for answers.	3.0	3.0	5.0	2.5	2.7
Is aware of factors in industry and the community that affect the organization.	4.0	4.0	4.7	3.5	3.7
Considers the impact of decisions on other work units and groups.	5.0	4.0	3.3	3.0	3.0

23. Learns Skills and Develops Capabilities

Learns from mistakes and does not repeat them.	4.0	3.0	3.7	3.0	3.0
Seeks out and listens to feedback on personal performance and behaviour.	4.0	4.0	4.0	2.0	3.3
Keen to learn new skills and develop knowledge.	5.0	4.0	3.0	3.0	3.0
Changes behaviour in response to feedback from others.	3.0	3.0	4.3	3.0	1.7
Demonstrates the skills required to perform in the work role.	5.0	4.0	4.3	3.5	3.3
Shows interest in own career development.	4.0	3.0	4.7	3.5	1.7

Highest Behavioural Ratings



Item	Rating ✓	Competency
Speaks clearly and understandably.	4.0	8. Expresses Ideas Clearly in Spoken Form
Is aware of factors in industry and the community that affect the organization.	4.0	22. Shows Organization Awareness
Sets priorities based on an accurate analysis of events and conditions.	4.0	19. Solves Problems and Makes Decisions
Investigates matters thoroughly when faced with incomplete information.	4.0	18. Gathers and Analyzes Information
Gives co-workers credit for group accomplishments.	3.9	9. Displays Cooperation and Teamwork
Addresses problems or issues creatively.	3.9	20. Seeks Innovation
Attempts to resolve disagreements with co-workers.	3.9	15. Handles Disagreement Constructively
Finds positive ways to respond to tough situations.	3.8	6. Manages Stress
Is curious about activities and events and tries to learn more about them.	3.8	18. Gathers and Analyzes Information
Encourages others to share their thoughts and feelings about work matters.	3.8	10. Encourages Open Dialogue
Responds to requests for information or services from internal/external customers and suppliers.	3.8	4. Satisfies Customers
Demonstrates the skills required to perform in the work role.	3.8	23. Learns Skills and Develops Capabilities
Involves employees in decisions that affect the work unit.	3.8	13. Empowers Employees
Seeks common ground in disagreements.	3.7	15. Handles Disagreement Constructively
Works with co-workers to address common interests or concerns.	3.7	9. Displays Cooperation and Teamwork

Lowest Behavioral Ratings



Item	Rating	Competency
Aligns daily actions with stated goals.	2.6	17. Mobilizes Activity Around a Clear Purpose
Comes up with original ideas.	2.7	20. Seeks Innovation
Adapts own behaviour or approach to match the needs of different situations.	2.7	21. Displays Flexibility
Strongly influences opinions, ideas, and plans of co-workers.	2.8	16. Influences Others
Practices what they preach.	2.8	5. Acts Responsibly and with Integrity
Works with employees to set action plans.	2.8	17. Mobilizes Activity Around a Clear Purpose
Acts predictably in all situations.	2.9	5. Acts Responsibly and with Integrity
Open to new ideas and approaches suggested by others.	2.9	21. Displays Flexibility
Sets a work plan that tracks all aspects of tasks and activities.	2.9	1. Plans Work Activities
Validates and resolves differing viewpoints.	2.9	15. Handles Disagreement Constructively
Thinks of possible obstacles and consequences before making a decision.	3.0	19. Solves Problems and Makes Decisions
Balances self-interest with the interests of co-workers.	3.0	9. Displays Cooperation and Teamwork
Looks for ways to work more effectively with internal/external customers and suppliers.	3.0	4. Satisfies Customers
Acts considerably toward employees/co-workers.	3.0	11. Shows Respect, Inclusiveness and Sensitivity
Logically breaks down complex tasks or issues into manageable pieces.	3.0	19. Solves Problems and Makes Decisions

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

- Well organized, prioritizes effectively, articulate.
- Involve broader range of stakeholders when identifying future opportunities.
- Comes across as a very credible individual that knows the business.
- Builds relationships effectively.
- Communicates clear objectives and overcomes obstacles with a positive attitude.
- Understand the industry and the strength of various locations and employees. Experienced professional with a strong background knowledge of the business.
- Understands the business and has extensive connection in it.
- Calm demeanor, willing to examine and bring new processes into the organization.
- Makes decision quickly, and willing to share insights with others.

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

- Set better targets for the team to achieve.
- Additional participation in projects, avoid delegating when you should be more involved directly.
- More interaction with peers.
- Continue to invest in the development of an already high performing team.
- Use the right people to negotiate contracts.
- Maintain and project a professional attitude.
- More exposure to different aspects of the business.
- Keep up the positive attitude.
- Does not come across as friendly at first.

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

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