



# 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 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?

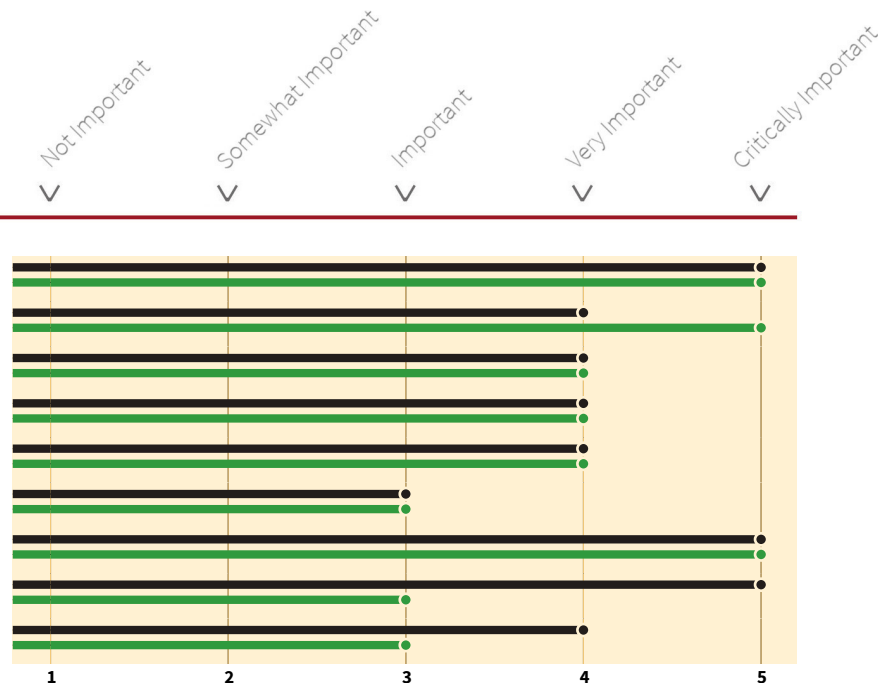
This report was prepared in a way that ensures the anonymity of the people who completed the questionnaire. It is normal to wonder who gave you certain ratings and why, but you should try to remain open to the feedback and appreciative of the people who were prepared to offer it to you.

# Self vs Supervisor Importance Ratings



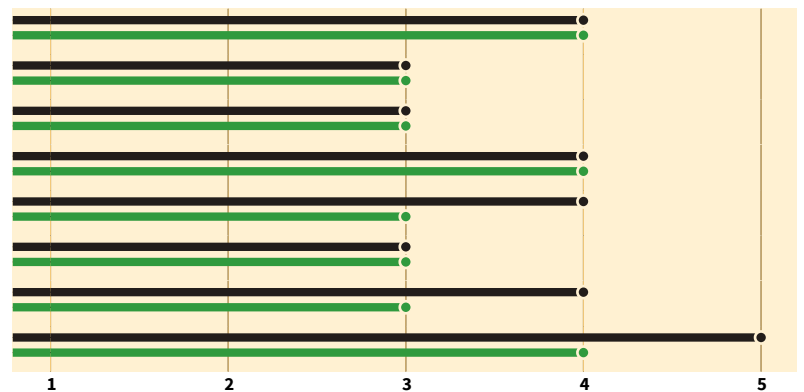
## Work and Execution

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



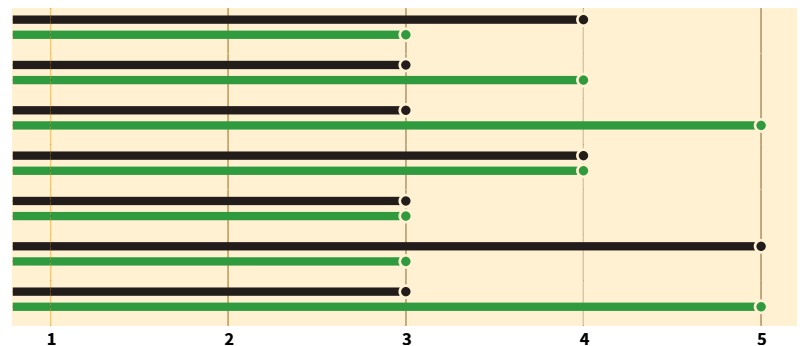
## Interacting with Others

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

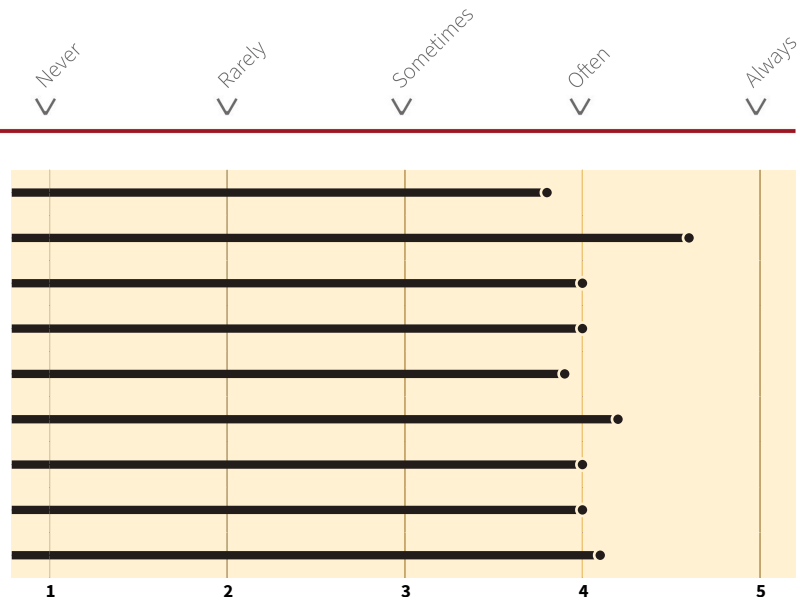


# Self Competency Ratings



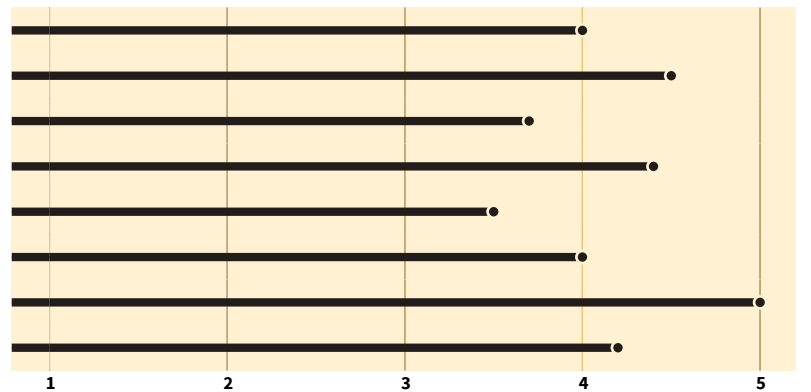
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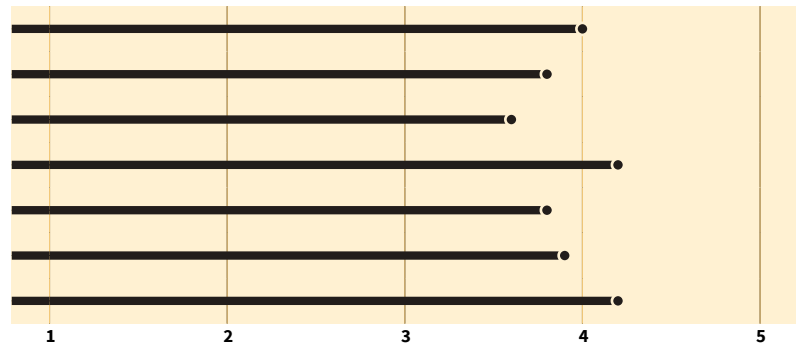
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> Competencies that **you** utilize the most:

2. Works to High Quality Standards
6. Manages Stress
11. Encourages Open Dialogue
13. Fosters Teamwork
16. Handles Disagreement Constructively

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

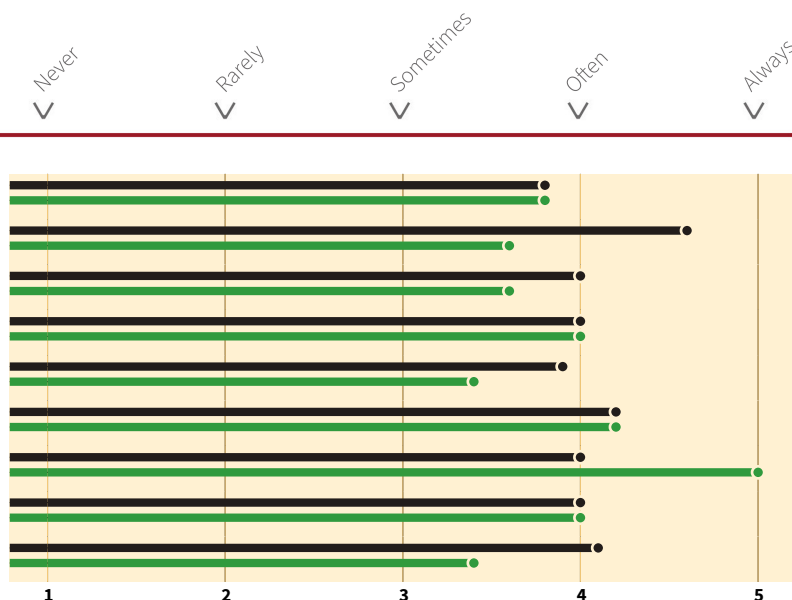
12. Shows Respect, Inclusiveness and Sensitivity
14. Empowers Employees
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20. Solves Problems and Makes Decisions
22. Displays Flexibility

# Self vs. Supervisor Competency Ratings



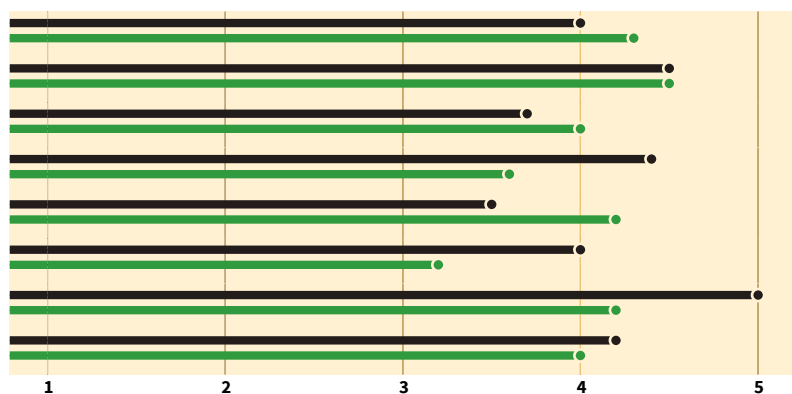
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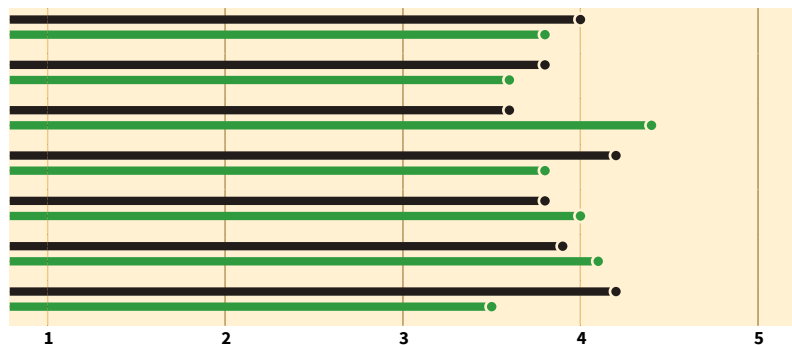
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> Competencies that your **Supervisor(s)** see from you the most:

7. Expresses Ideas Clearly in Written Form
10. Displays Cooperation and Teamwork
11. Encourages Open Dialogue
14. Empowers Employees
20. Solves Problems and Makes Decisions

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

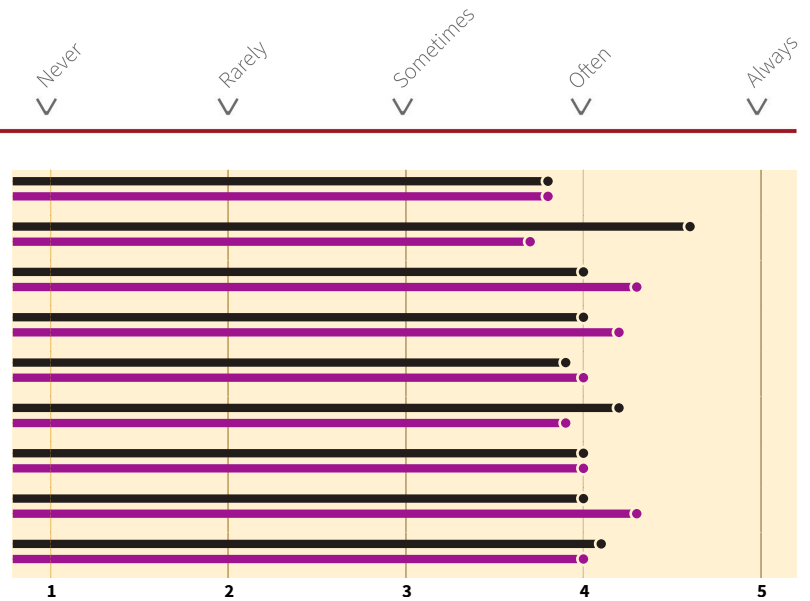
5. Acts Responsibly and with Integrity
9. Acts to Uphold Safety
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15. Coaches and Develops Others
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# Self vs. Co-worker Competency Ratings



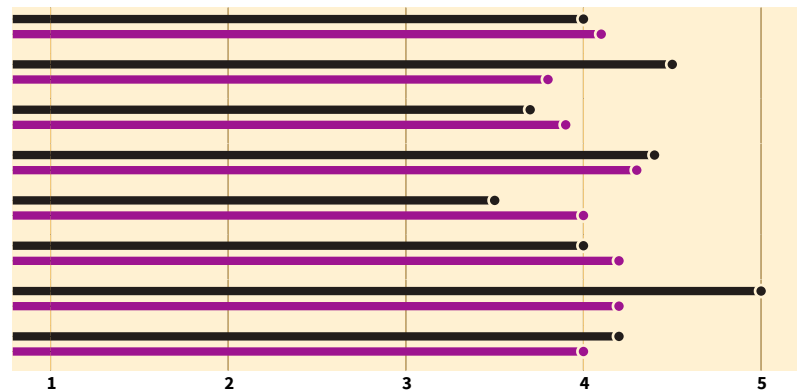
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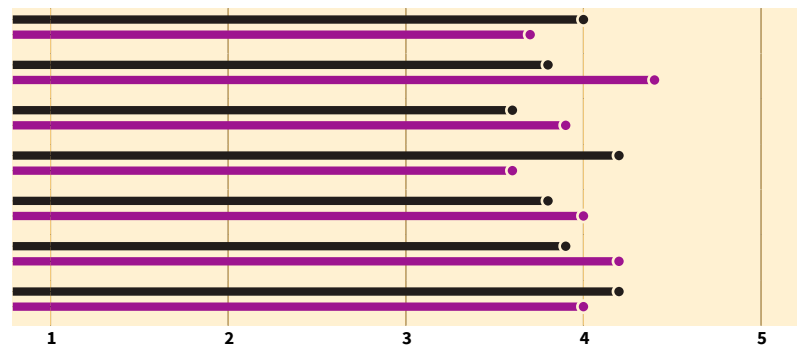
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19. Gathers and Analyzes Information
20. Solves Problems and Makes Decisions
21. Seeks Innovation
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23. Shows Organization Awareness
24. Learns Skills and Develops Capabilities



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

3. Achieves Results Efficiently
8. Expresses Ideas Clearly in Spoken Form
13. Fosters Teamwork
15. Coaches and Develops Others
19. Gathers and Analyzes Information

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

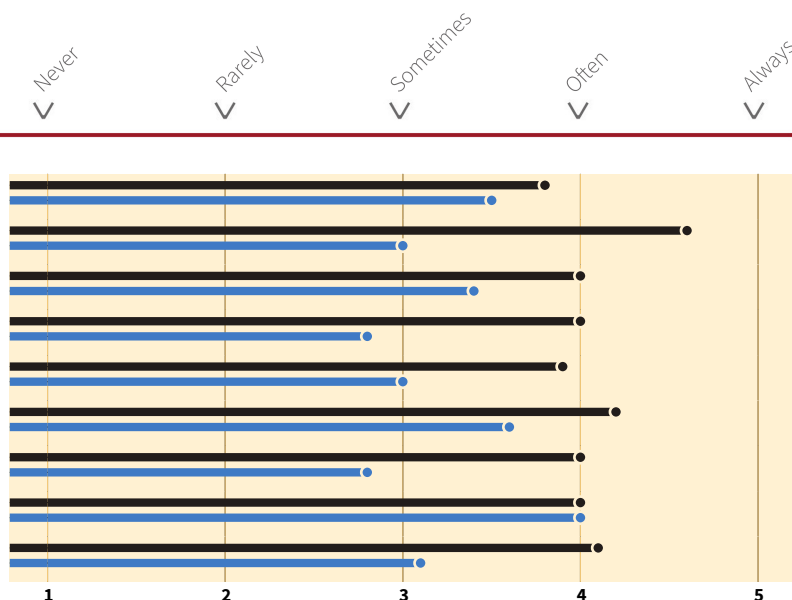
1. Plans Work Activities
2. Works to High Quality Standards
11. Encourages Open Dialogue
18. Mobilizes Activity Around a Clear Purpose
21. Seeks Innovation

# Self vs. Direct Report Competency Ratings



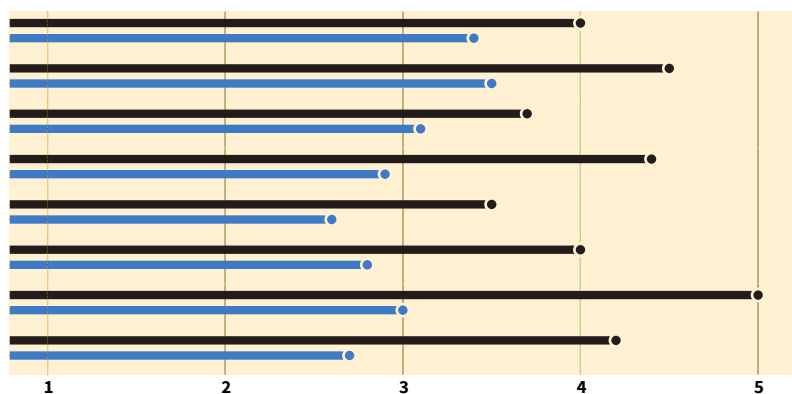
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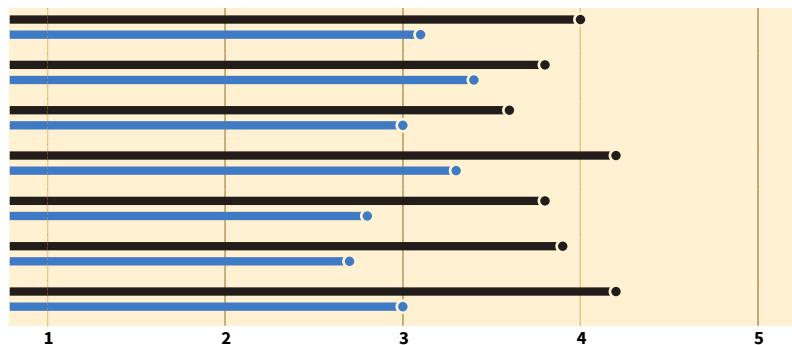
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19. Gathers and Analyzes Information
20. Solves Problems and Makes Decisions
21. Seeks Innovation
22. Displays Flexibility
23. Shows Organization Awareness
24. Learns Skills and Develops Capabilities



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

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

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

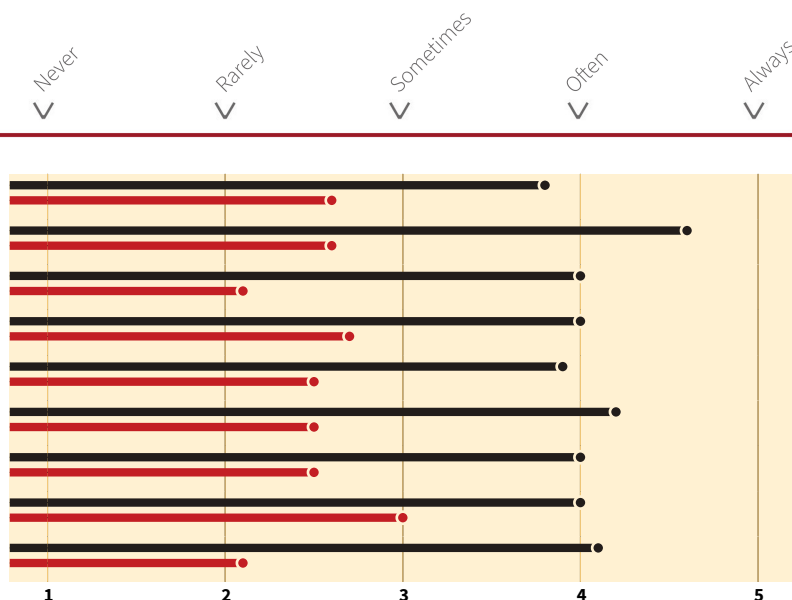
7. Expresses Ideas Clearly in Written Form
14. Empowers Employees
17. Influences Others
22. Displays Flexibility
23. Shows Organization Awareness

# Self vs. Other Competency Ratings



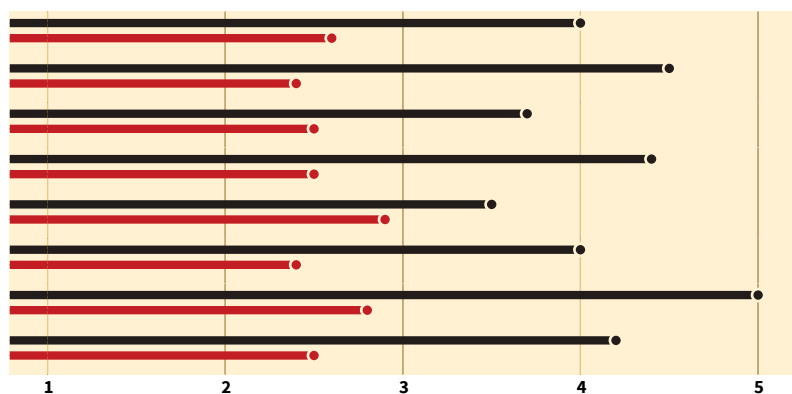
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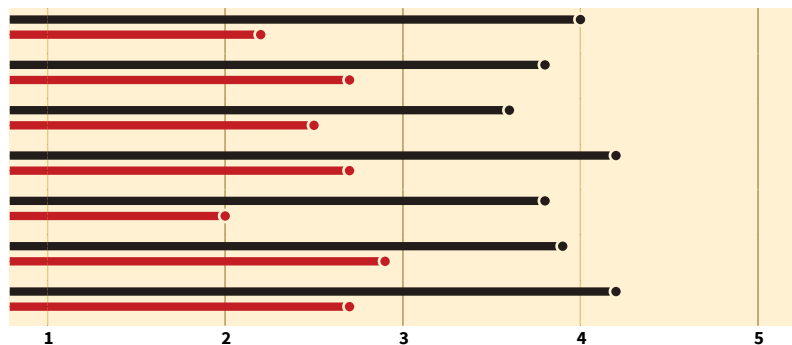
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19. Gathers and Analyzes Information
20. Solves Problems and Makes Decisions
21. Seeks Innovation
22. Displays Flexibility
23. Shows Organization Awareness
24. Learns Skills and Develops Capabilities



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

8. Expresses Ideas Clearly in Spoken Form
14. Empowers Employees
16. Handles Disagreement Constructively
19. Gathers and Analyzes Information
23. Shows Organization Awareness

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

3. Achieves Results Efficiently
9. Acts to Uphold Safety
11. Encourages Open Dialogue
18. Mobilizes Activity Around a Clear Purpose
22. 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



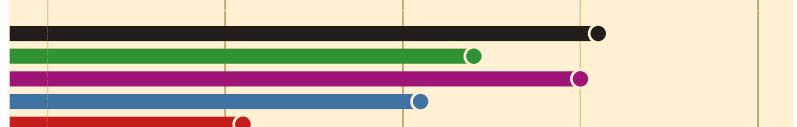
7. Expresses Ideas Clearly in Written Form



8. Expresses Ideas Clearly in Spoken Form



9. Acts to Uphold Safety



# Self vs. All Competency Ratings



## Interacting with Others

Never Rarely Sometimes Often Always

10. Displays Cooperation and Teamwork



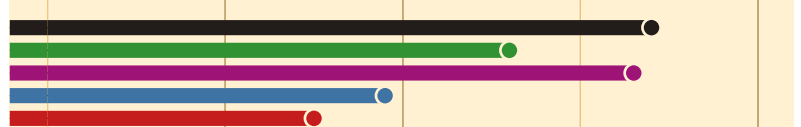
11. Encourages Open Dialogue



12. Shows Respect, Inclusiveness and Sensitivity



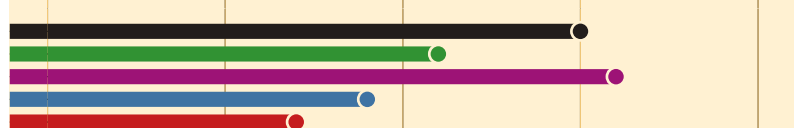
13. Fosters Teamwork



14. Empowers Employees



15. Coaches and Develops Others



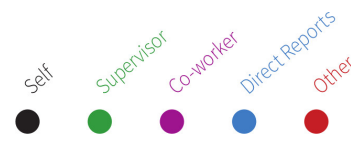
16. Handles Disagreement Constructively



17. Influences Others



# Self vs. All Competency Ratings



## Thinking and Deciding

Never Rarely Sometimes 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



24. Learns Skills and Develops Capabilities



# 5 Most Observed Competencies

| Rater Group      |                                                                                                                               | Rating<br>✓                                                                               |
|------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| > Self           |  16. Handles Disagreement Constructively     | 5.0    |
|                  |  2. Works to High Quality Standards          | 4.6    |
|                  |  11. Encourages Open Dialogue                | 4.5    |
|                  |  13. Fosters Teamwork                        | 4.4    |
|                  |  6. Manages Stress                           | 4.2    |
| > Supervisor     |  7. Expresses Ideas Clearly in Written Form  | 5.0    |
|                  |  11. Encourages Open Dialogue                | 4.5    |
|                  |  20. Solves Problems and Makes Decisions     | 4.4    |
|                  |  10. Displays Cooperation and Teamwork       | 4.3    |
|                  |  14. Empowers Employees                      | 4.2    |
| > Co-worker      |  19. Gathers and Analyzes Information      | 4.4  |
|                  |  8. Expresses Ideas Clearly in Spoken Form | 4.3  |
|                  |  13. Fosters Teamwork                      | 4.3  |
|                  |  3. Achieves Results Efficiently           | 4.3  |
|                  |  15. 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                                                                                       |
|                  |  11. Encourages Open Dialogue              | 3.5                                                                                       |
|                  |  10. Displays Cooperation and Teamwork     | 3.4                                                                                       |
| > Other          |  8. Expresses Ideas Clearly in Spoken Form | 3.0                                                                                       |
|                  |  14. Empowers Employees                    | 2.9                                                                                       |
|                  |  23. Shows Organization Awareness          | 2.9                                                                                       |
|                  |  16. Handles Disagreement Constructively   | 2.8                                                                                       |
|                  |  19. Gathers and Analyzes Information      | 2.7                                                                                       |

  
Competencies Rated  
4.0 or HIGHER

# 5 Least Observed Competencies

| Rater Group      |                                                                                                                                    | Rating<br>✓                                                                               |
|------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| > Self           |  14. Empowers Employees                           | 3.5                                                                                       |
|                  |  20. Solves Problems and Makes Decisions          | 3.6                                                                                       |
|                  |  12. Shows Respect, Inclusiveness and Sensitivity | 3.7                                                                                       |
|                  |  22. Displays Flexibility                         | 3.8                                                                                       |
|                  |  19. Gathers and Analyzes Information             | 3.8                                                                                       |
| > Supervisor     |  15. Coaches and Develops Others                  | 3.2                                                                                       |
|                  |  9. Acts to Uphold Safety                         | 3.4                                                                                       |
|                  |  5. Acts Responsibly and with Integrity           | 3.4                                                                                       |
|                  |  24. Learns Skills and Develops Capabilities      | 3.5                                                                                       |
|                  |  13. Fosters Teamwork                             | 3.6                                                                                       |
| > Co-worker      |  21. Seeks Innovation                           | 3.6                                                                                       |
|                  |  2. Works to High Quality Standards             | 3.7                                                                                       |
|                  |  18. Mobilizes Activity Around a Clear Purpose  | 3.7                                                                                       |
|                  |  11. Encourages Open Dialogue                   | 3.8                                                                                       |
|                  |  1. Plans Work Activities                       | 3.8                                                                                       |
| > Direct Reports |  14. Empowers Employees                         | 2.6  |
|                  |  17. Influences Others                          | 2.7  |
|                  |  23. Shows Organization Awareness               | 2.7  |
|                  |  7. Expresses Ideas Clearly in Written Form     | 2.8                                                                                       |
|                  |  22. Displays Flexibility                       | 2.8                                                                                       |
| > Other          |  22. Displays Flexibility                       | 2.0  |
|                  |  3. Achieves Results Efficiently                | 2.1  |
|                  |  9. Acts to Uphold Safety                       | 2.1  |
|                  |  18. Mobilizes Activity Around a Clear Purpose  | 2.2  |
|                  |  11. Encourages Open Dialogue                   | 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 a work plan that tracks all aspects of tasks and activities.  | 4.0 | 4.0 | 3.0 | 4.0 | 1.7 |
| Sets realistic timelines for completing tasks.                     | 3.0 | 3.0 | 4.0 | 4.0 | 2.7 |
| 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

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

### 3. Achieves Results Efficiently

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

### 4. Satisfies Customers

|                                                                                                  |     |     |     |     |     |
|--------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| 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 |
| Looks for ways to work more effectively with internal/external customers and suppliers.          | 4.0 | 4.0 | 4.0 | 2.0 | 2.3 |

### 5. Acts Responsibly and with Integrity

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

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



## Work and Execution

### 6. Manages Stress

|                                                           |     |     |     |     |     |
|-----------------------------------------------------------|-----|-----|-----|-----|-----|
| 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 |
| Controls emotions when things go wrong.                   | 5.0 | 5.0 | 4.3 | 3.5 | 2.3 |
| Responds calmly when faced with many demands at one time. | 3.0 | 4.0 | 3.7 | 3.0 | 2.7 |
| Helps others stay calm in stressful situations.           | 5.0 | 4.0 | 3.3 | 4.0 | 2.0 |

### 7. Expresses Ideas Clearly in Written Form

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

### 8. Expresses Ideas Clearly in Spoken Form

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

### 9. Acts to Uphold Safety

|                                                                    |     |     |     |     |     |
|--------------------------------------------------------------------|-----|-----|-----|-----|-----|
| Identifies safety risks and takes immediate steps to control them. | 4.0 | 4.0 | 4.0 | 2.5 | 1.3 |
| Advises others about safety practices and procedures.              | 3.0 | 4.0 | 4.3 | 4.0 | 2.3 |
| "Walks the talk" when it comes to safety.                          | 5.0 | 3.0 | 4.0 | 3.0 | 4.0 |
| Makes the time to address the safety and wellness of employees.    | 4.0 | 3.0 | 3.7 | 2.5 | 1.7 |
| Puts safety before production, time pressure or costs.             | 4.0 | 4.0 | 4.3 | 3.5 | 1.3 |
| Responds promptly to safety concerns raised by employees.          | 4.0 | 3.0 | 4.0 | 3.0 | 1.3 |
| Expects employees to be responsible for behaving safely.           | 5.0 | 3.0 | 4.0 | 3.0 | 3.0 |



## Interacting with Others

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

### 10. Displays Cooperation and Teamwork

|                                                                |     |     |     |     |     |
|----------------------------------------------------------------|-----|-----|-----|-----|-----|
| 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 |
| Gives co-workers credit for group accomplishments.             | 5.0 | 5.0 | 4.7 | 4.0 | 2.7 |
| Involves co-workers in matters and decisions that impact them. | 3.0 | 5.0 | 3.7 | 3.5 | 2.3 |
| 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 |

### 11. Encourages Open Dialogue

|                                                                            |     |     |     |     |     |
|----------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| Seeks out and listens to the ideas and opinions of others.                 | 5.0 | 5.0 | 3.3 | 3.0 | 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 |
| Encourages others to share their thoughts and feelings about work matters. | 4.0 | 5.0 | 4.7 | 4.0 | 2.3 |

### 12. Shows Respect, Inclusiveness and Sensitivity

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

### 13. Fosters Teamwork

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

### 14. Empowers Employees

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

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



## Interacting with Others

### 15. Coaches and Develops Others

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

### 16. Handles Disagreement Constructively

|                                                    |     |     |     |     |     |
|----------------------------------------------------|-----|-----|-----|-----|-----|
| Validates and resolves differing viewpoints.       | 5.0 | 4.0 | 3.7 | 3.0 | 1.7 |
| Able to disagree without offending people.         | 5.0 | 5.0 | 4.3 | 3.5 | 2.3 |
| 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 |

### 17. Influences Others

|                                                                |     |     |     |     |     |
|----------------------------------------------------------------|-----|-----|-----|-----|-----|
| When communicating to a group, is sensitive to their position. | 3.0 | 5.0 | 4.0 | 3.0 | 3.3 |
| 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 |
| Able to develop a persuasive presentation.                     | 5.0 | 5.0 | 4.0 | 3.5 | 1.3 |
| Strongly influences opinions, ideas, and plans of co-workers.  | 5.0 | 3.0 | 4.0 | 2.0 | 2.0 |

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



## Thinking and Deciding

### 18. Mobilizes Activity Around a Clear Purpose

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

### 19. Gathers and Analyzes Information

|                                                                            |     |     |     |     |     |
|----------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| Accurately and objectively assesses information.                           | 4.0 | 5.0 | 4.0 | 3.5 | 2.3 |
| Seeks and weighs information from different points of view.                | 4.0 | 3.0 | 4.7 | 3.5 | 1.7 |
| Investigates matters thoroughly when faced with incomplete information.    | 4.0 | 4.0 | 4.7 | 3.5 | 3.7 |
| 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 |

### 20. Solves Problems and Makes Decisions

|                                                                                                 |     |     |     |     |     |
|-------------------------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| Responds to situations and problems in a practical way.                                         | 4.0 | 4.0 | 4.0 | 3.0 | 3.7 |
| Uses past experience to identify problems or situations that need attention.                    | 4.0 | 5.0 | 3.7 | 2.5 | 2.3 |
| Thinks of possible obstacles and consequences before making a decision.                         | 3.0 | 4.0 | 4.0 | 2.5 | 2.0 |
| Identifies the most important aspects of complex problems or situations.                        | 3.0 | 5.0 | 3.0 | 3.5 | 2.7 |
| Sees connections between different situations or events that others might not see.              | 4.0 | 4.0 | 4.0 | 2.5 | 2.3 |
| Uses new ideas in combination with existing approaches to solve problems.                       | 3.0 | 4.0 | 4.0 | 2.5 | 3.0 |
| Identifies problems or issues before they become obvious.                                       | 4.0 | 4.0 | 3.7 | 4.0 | 2.0 |
| 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 |
| Identifies and reasons through relevant factors before making decisions or forming conclusions. | 3.0 | 4.0 | 4.3 | 3.0 | 2.0 |

### 21. Seeks Innovation

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

### 22. Displays Flexibility

|                                                                              |     |     |     |     |     |
|------------------------------------------------------------------------------|-----|-----|-----|-----|-----|
| 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 |
| Responds to co-workers' preferences to do things differently.                | 3.0 | 4.0 | 4.0 | 4.0 | 2.7 |
| Open to new ideas and approaches suggested by others.                        | 5.0 | 3.0 | 4.0 | 2.5 | 2.0 |

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



## Thinking and Deciding

### 23. Shows Organization Awareness

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

### 24. Learns Skills and Develops Capabilities

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

# Highest Behavioural Ratings

| Item                                                                                             | Rating<br>✓ | Competency                                                                                                                        |
|--------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Speaks clearly and understandably.                                                               | 4.0         |  8. Expresses Ideas Clearly in Spoken Form     |
| Investigates matters thoroughly when faced with incomplete information.                          | 4.0         |  19. Gathers and Analyzes Information          |
| Is aware of factors in industry and the community that affect the organization.                  | 4.0         |  23. Shows Organization Awareness              |
| Sets priorities based on an accurate analysis of events and conditions.                          | 4.0         |  20. Solves Problems and Makes Decisions       |
| Gives co-workers credit for group accomplishments.                                               | 3.9         |  10. Displays Cooperation and Teamwork         |
| Addresses problems or issues creatively.                                                         | 3.9         |  21. Seeks Innovation                          |
| Attempts to resolve disagreements with co-workers.                                               | 3.9         |  16. Handles Disagreement Constructively       |
| Involves employees in decisions that affect the work unit.                                       | 3.8         |  14. Empowers Employees                       |
| Is curious about activities and events and tries to learn more about them.                       | 3.8         |  19. Gathers and Analyzes Information        |
| Demonstrates the skills required to perform in the work role.                                    | 3.8         |  24. Learns Skills and Develops Capabilities |
| Finds positive ways to respond to tough situations.                                              | 3.8         |  6. Manages Stress                           |
| Responds to requests for information or services from internal/external customers and suppliers. | 3.8         |  4. Satisfies Customers                      |
| Encourages others to share their thoughts and feelings about work matters.                       | 3.8         |  11. Encourages Open Dialogue                |
| Responds to situations and problems in a practical way.                                          | 3.7         |  20. Solves Problems and Makes Decisions     |
| When communicating to a group, is sensitive to their position.                                   | 3.7         |  17. Influences Others                       |

# Lowest Behavioral Ratings

| Item                                                                         | Rating | Competency                                                                                                                             |
|------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------|
| Aligns daily actions with stated goals.                                      | 2.6    |  18. Mobilizes Activity Around a Clear Purpose      |
| Adapts own behaviour or approach to match the needs of different situations. | 2.7    |  22. Displays Flexibility                           |
| Makes the time to address the safety and wellness of employees.              | 2.7    |  9. Acts to Uphold Safety                           |
| Comes up with original ideas.                                                | 2.7    |  21. Seeks Innovation                               |
| Identifies safety risks and takes immediate steps to control them.           | 2.8    |  9. Acts to Uphold Safety                           |
| Works with employees to set action plans.                                    | 2.8    |  18. Mobilizes Activity Around a Clear Purpose      |
| Practices what they preach.                                                  | 2.8    |  5. Acts Responsibly and with Integrity             |
| Responds promptly to safety concerns raised by employees.                    | 2.8    |  9. Acts to Uphold Safety                          |
| Strongly influences opinions, ideas, and plans of co-workers.                | 2.8    |  17. Influences Others                            |
| Validates and resolves differing viewpoints.                                 | 2.9    |  16. Handles Disagreement Constructively          |
| Sets a work plan that tracks all aspects of tasks and activities.            | 2.9    |  1. Plans Work Activities                         |
| Open to new ideas and approaches suggested by others.                        | 2.9    |  22. Displays Flexibility                         |
| Acts predictably in all situations.                                          | 2.9    |  5. Acts Responsibly and with Integrity           |
| Thinks of possible obstacles and consequences before making a decision.      | 3.0    |  20. Solves Problems and Makes Decisions          |
| Acts considerably toward employees/co-workers.                               | 3.0    |  12. Shows Respect, Inclusiveness and Sensitivity |

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

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

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

- > Continue to invest in the development of an already high performing team.
- > Additional participation in projects, avoid delegating when you should be more involved directly.
- > Use the right people to negotiate contracts.
- > More interaction with peers.
- > Maintain and project a professional attitude.
- > More exposure to different aspects of the business.
- > Set better targets for the team to achieve.
- > 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?

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