



Business Leader Assessment

Denise Anderson

03/11/26

RATER SUMMARY

The Rater Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.

	PARTICIPATED	INVITED	PERCENT
Self	1	1	100%
Supervisor	1	1	100%
Peer	2	2	100%
Direct Report	2	2	100%
Other	2	2	100%
Total	8	8	100%

Administration Dates: 02/25/26 - 03/11/26

The following individuals were invited to provide feedback:

Self

- Denise Anderson

Supervisor

- Carl Rodriguez

Peer

- Amy Morris
- Joyce Harris

Direct Report

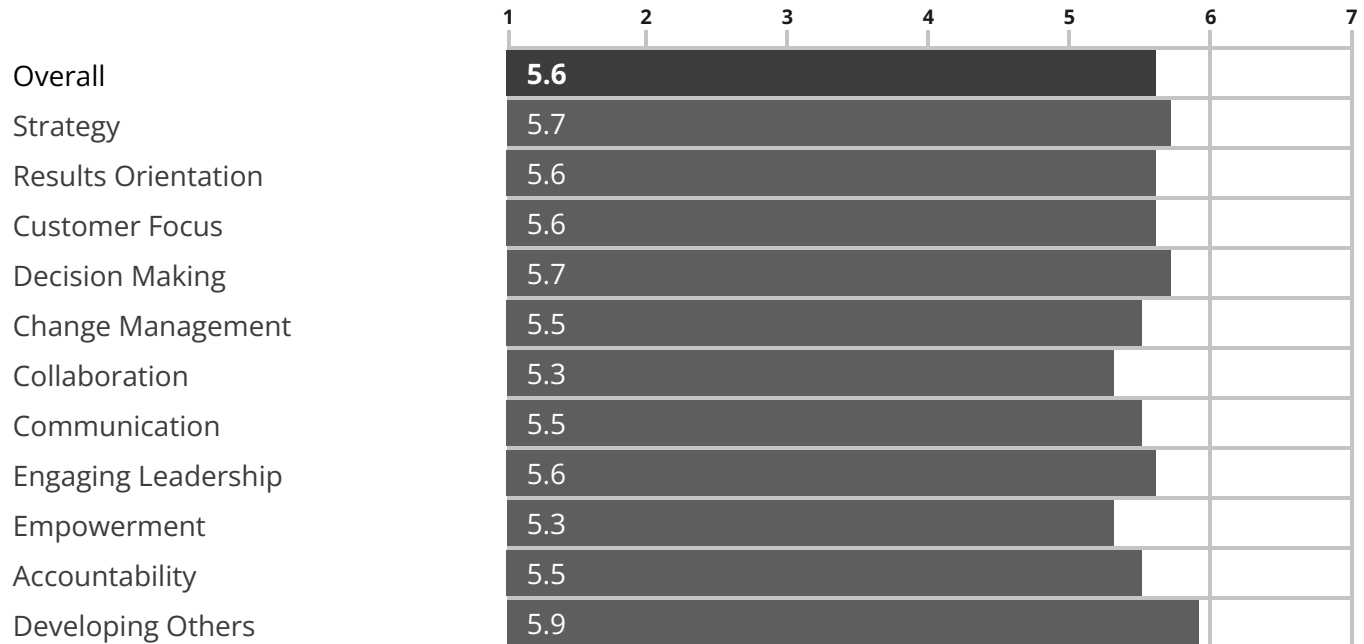
- Julia Hill
- Donna Collins

Other

- Henry Price
- Willie Lopez

COMPETENCY SUMMARY

This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all questions under each competency.

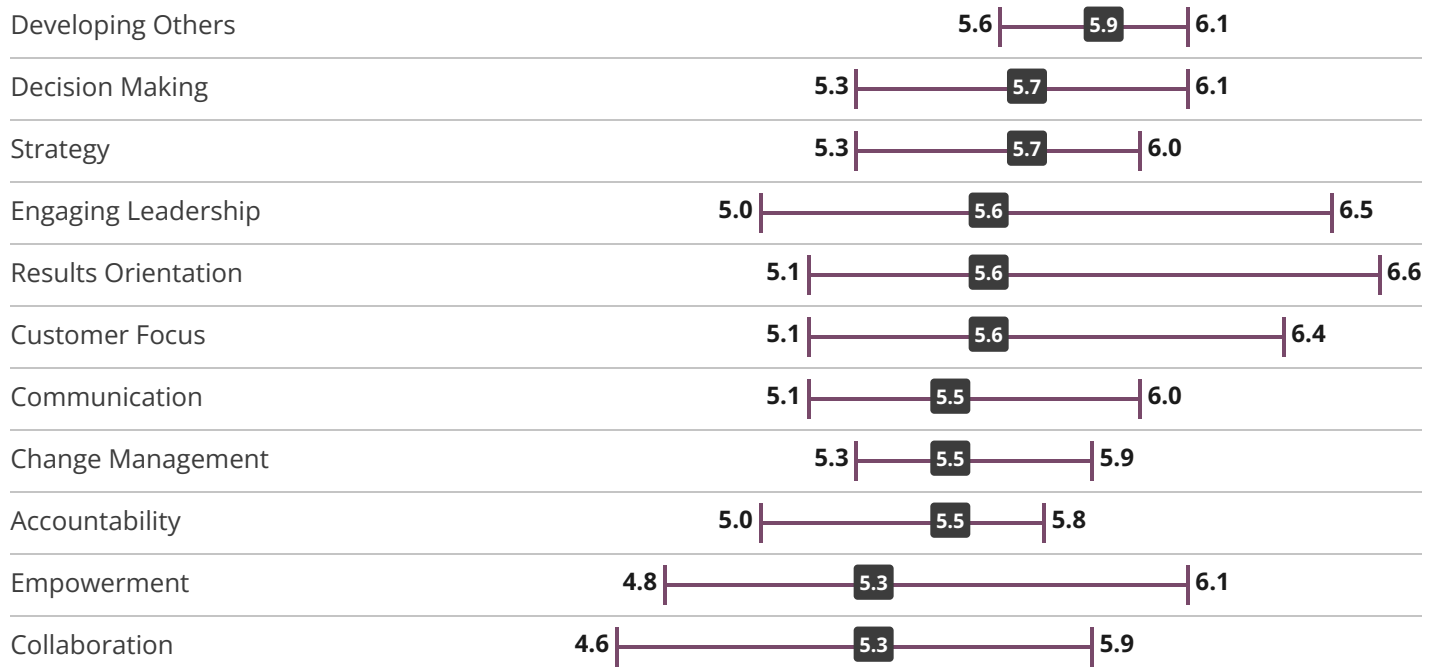


BEHAVIORAL ITEM SCALE KEY

- 1: Very Poor
- 2: Poor
- 3: Fair
- 4: Average
- 5: Good
- 6: Excellent
- 7: Outstanding

COMPETENCY SCORE DISTRIBUTION

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding



MIN BEHAVIOR SCORE | COMPETENCY SCORE | MAX BEHAVIOR SCORE

RANKING ITEMS

Note: Self responses are included in the Responses column.

Rank order the top three competencies that are most important for this person's success.

RESPONSE DISTRIBUTION

KEY: 1st Choice 2nd Choice 3rd Choice

ITEM	RESPONSES	SELF
Engaging Leadership	1 1	1
Results Orientation	2	2
Strategy	7	3
Communication	2	
Empowerment	1 1	
Accountability	3	
Change Management	1	
Collaboration	1 1	
Decision Making	1	
Customer Focus	1	
Developing Others	1	

FOCUS AREAS

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding

YOUR HIGHEST SCORES

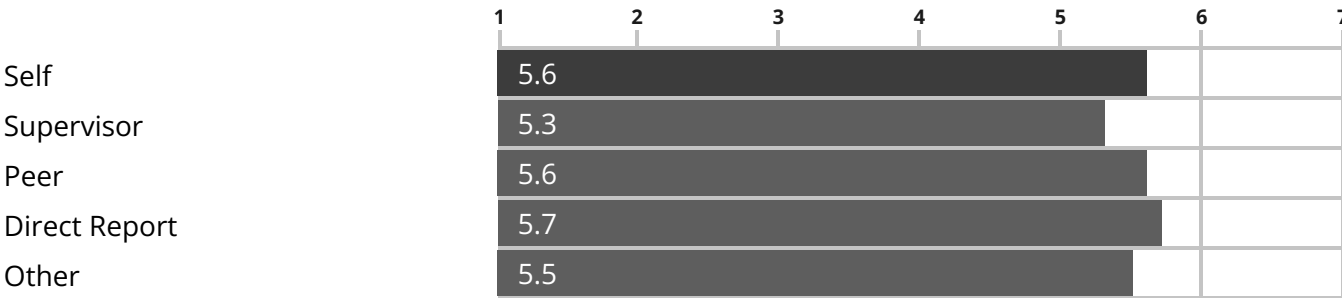
BEHAVIOR	SELF	ALL OTHERS	OVERALL
8. Sets high performance standards for their team. Results Orientation	7.0	6.6	6.6
30. Sets goals and objectives that challenge and motivate the team. Engaging Leadership	7.0	6.4	6.5
12. Sets high standards of excellence for serving customers. Customer Focus	6.0	6.4	6.4
16. Makes decisions in a timely manner. Decision Making	6.0	6.1	6.1
36. Regularly recognizes people for their efforts and contributions. Empowerment	6.0	6.1	6.1

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
22. Facilitates teamwork and communication across functions, divisions, and/or departments. Collaboration	4.0	4.7	4.6
33. Appropriately delegates tasks or responsibilities. Empowerment	4.0	4.9	4.8
24. Builds and maintains good working relationships with others. Collaboration	5.0	5.0	5.0
32. Inspires in others a sense of purpose for the work we do. Engaging Leadership	6.0	4.9	5.0
37. Takes responsibility for their own actions. Accountability	5.0	5.0	5.0

OVERALL SCORE BY RATER GROUP

This section shows your overall competency score broken out by each group of raters who provided feedback in your assessment.



BEHAVIORAL ITEM SCALE KEY

- 1: Very Poor
- 2: Poor
- 3: Fair
- 4: Average
- 5: Good
- 6: Excellent
- 7: Outstanding

RADAR PLOT

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding



RATER GROUP KEY

- Self
- Supervisor
- Peer
- Direct Report
- Other

STRATEGY

Possessing the ability to create an effective direction for future success.

OVERALL COMPETENCY SCORE

5.7	5.5	5.7
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.5							GAP
Supervisor	6.0							+0.5
Peer	5.4							-0.1
Direct Report	5.5							+0
Other	6.1							+0.6

1. Demonstrates a clear understanding of the factors that impact our organization's success.

5.9

Self (1/1)	6.0							GAP
Supervisor (1/1)	6.0							+0
Peer (2/2)	5.0							-1
Direct Report (2/2)	6.5							+0.5
Other (2/2)	6.0							+0

2. Makes decisions that reflect a clear understanding of what we do in our organization.

5.6

Self (1/1)	4.0							GAP
Supervisor (1/1)	6.0							+2
Peer (2/2)	5.5							+1.5
Direct Report (2/2)	5.5							+1.5
Other (2/2)	6.5							+2.5

3. Keeps people focused on the organization's key initiatives and priorities.

5.3

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1
Peer (2/2)	4.5							-0.5
Direct Report (2/2)	4.5							-0.5
Other (2/2)	6.5							+1.5

4. Helps others see how their work impacts the success of the organization.

6.0

Self (1/1)	7.0							GAP
Supervisor (1/1)	6.0							-1
Peer (2/2)	6.5							-0.5
Direct Report (2/2)	5.5							-1.5
Other (2/2)	5.5							-1.5

RESULTS ORIENTATION

Acting with a focus on achieving meaningful, measureable outcomes.

OVERALL COMPETENCY SCORE

5.6	5.8	5.6
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.8							GAP
Supervisor	5.0							-0.8
Peer	6.3							+0.5
Direct Report	5.5							-0.3
Other	5.3							-0.5

5. Delivers solid results.

5.4

Self (1/1)	4.0							GAP
Supervisor (1/1)	5.0							+1
Peer (2/2)	6.0							+2
Direct Report (2/2)	5.5							+1.5
Other (2/2)	5.5							+1.5

6. Takes action early to address problems and opportunities.

5.1

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1
Peer (2/2)	6.5							+1.5
Direct Report (2/2)	5.0							+0
Other (2/2)	4.5							-0.5

7. Maintains focus on the most important issues facing the team or department.

5.3

Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3
Peer (2/2)	6.0							-1
Direct Report (2/2)	4.5							-2.5
Other (2/2)	5.0							-2

8. Sets high performance standards for their team.

6.6

Self (1/1)	7.0							GAP
Supervisor (1/1)	7.0							+0
Peer (2/2)	6.5							-0.5
Direct Report (2/2)	7.0							+0
Other (2/2)	6.0							-1

CUSTOMER FOCUS

Prioritizing the needs and experience of internal and external customers.

OVERALL COMPETENCY SCORE

5.6	5.3	5.6
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.3							GAP
Supervisor	6.3							+1
Peer	5.3							+0
Direct Report	5.1							-0.2
Other	6.1							+0.8

9. Builds and maintains excellent relationships with customers.

5.3

Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3
Peer (2/2)	5.0							+1
Direct Report (2/2)	4.0							+0
Other (2/2)	6.5							+2.5

10. Finds solutions with even the most demanding customers.

5.5

Self (1/1)	7.0							GAP
Supervisor (1/1)	6.0							-1
Peer (2/2)	5.5							-1.5
Direct Report (2/2)	4.5							-2.5
Other (2/2)	5.5							-1.5

11. Consistently advocates for superior quality.

5.1

Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3
Peer (2/2)	4.0							+0
Direct Report (2/2)	5.5							+1.5
Other (2/2)	5.5							+1.5

12. Sets high standards of excellence for serving customers.

6.4

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	6.5							+0.5
Other (2/2)	7.0							+1

DECISION MAKING

Making measured decisions that lead to positive outcomes for the organization.

OVERALL COMPETENCY SCORE

5.7	6.0	5.7
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	6.0							GAP
Supervisor	4.8							-1.2
Peer	5.6							-0.4
Direct Report	6.3							+0.3
Other	5.6							-0.4

13. Shows good judgment when making decisions.

5.3

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Peer (2/2)	5.0							-2
Direct Report (2/2)	6.0							-1
Other (2/2)	4.0							-3

14. Shows confidence when making and acting on decisions.

5.6

Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2
Peer (2/2)	5.0							-1
Direct Report (2/2)	6.5							+0.5
Other (2/2)	6.0							+0

15. Appropriately seeks input from team members when making decisions.

5.9

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1
Peer (2/2)	5.5							+0.5
Direct Report (2/2)	7.0							+2
Other (2/2)	6.5							+1.5

16. Makes decisions in a timely manner.

6.1

Self (1/1)	6.0							GAP
Supervisor (1/1)	6.0							+0
Peer (2/2)	7.0							+1
Direct Report (2/2)	5.5							-0.5
Other (2/2)	6.0							+0

CHANGE MANAGEMENT

Taking appropriate actions to successfully implement change.

OVERALL COMPETENCY SCORE

5.5	5.8	5.5
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.8							GAP
Supervisor	5.3							-0.5
Peer	5.6							-0.2
Direct Report	5.5							-0.3
Other	5.4							-0.4

17. Challenges conventional business practices in search of more effective solutions.

5.6

Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2
Peer (2/2)	7.0							+1
Direct Report (2/2)	4.0							-2
Other (2/2)	6.5							+0.5

18. Adjusts priorities in order to address changing situations and conditions.

5.3

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1
Peer (2/2)	4.5							-1.5
Direct Report (2/2)	5.5							-0.5
Other (2/2)	5.5							-0.5

19. Effectively implements change.

5.9

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Peer (2/2)	6.0							-1
Direct Report (2/2)	7.0							+0
Other (2/2)	4.5							-2.5

20. Establishes an environment in which others embrace change.

5.3

Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3
Peer (2/2)	5.0							+1
Direct Report (2/2)	5.5							+1.5
Other (2/2)	5.0							+1

COLLABORATION

Accomplishing work by productively partnering with others.

OVERALL COMPETENCY SCORE

5.3	5.5	5.3
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.5							GAP
Supervisor	5.8							+0.3
Peer	5.3							-0.2
Direct Report	5.1							-0.4
Other	5.3							-0.2

21. Works effectively with individuals at all levels of the organization.

5.8

Self (1/1)	7.0							GAP
Supervisor (1/1)	6.0							-1
Peer (2/2)	5.5							-1.5
Direct Report (2/2)	5.0							-2
Other (2/2)	6.0							-1

22. Facilitates teamwork and communication across functions, divisions, and/or departments.

4.6

Self (1/1)	4.0							GAP
Supervisor (1/1)	6.0							+2
Peer (2/2)	4.5							+0.5
Direct Report (2/2)	4.0							+0
Other (2/2)	5.0							+1

23. Demonstrates appreciation for the unique differences and perspectives of others.

5.9

Self (1/1)	6.0							GAP
Supervisor (1/1)	7.0							+1
Peer (2/2)	5.5							-0.5
Direct Report (2/2)	7.0							+1
Other (2/2)	4.5							-1.5

24. Builds and maintains good working relationships with others.

5.0

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1
Peer (2/2)	5.5							+0.5
Direct Report (2/2)	4.5							-0.5
Other (2/2)	5.5							+0.5

COMMUNICATION

Productively and appropriately exchanging information with others.

OVERALL COMPETENCY SCORE

5.5	5.0	5.6
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.0							GAP
Supervisor	4.5							-0.5
Peer	4.9							-0.1
Direct Report	6.6							+1.6
Other	5.9							+0.9

25. Establishes effective two-way communication with others.

5.1

Self (1/1)	4.0							GAP
Supervisor (1/1)	4.0							+0
Peer (2/2)	5.0							+1
Direct Report (2/2)	6.5							+2.5
Other (2/2)	5.0							+1

26. Shares information in a clear and concise manner.

5.8

Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3
Peer (2/2)	5.0							-2
Direct Report (2/2)	6.5							-0.5
Other (2/2)	6.0							-1

27. Is open to feedback without becoming defensive.

6.0

Self (1/1)	4.0							GAP
Supervisor (1/1)	6.0							+2
Peer (2/2)	5.5							+1.5
Direct Report (2/2)	6.5							+2.5
Other (2/2)	7.0							+3

28. Treats people with dignity, fairness, and respect.

5.3

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1
Peer (2/2)	4.0							-1
Direct Report (2/2)	7.0							+2
Other (2/2)	5.5							+0.5

ENGAGING LEADERSHIP

Leading in a way that invites others to dedicate more of themselves to their work.

OVERALL COMPETENCY SCORE

5.6	6.0	5.6
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	6.0							GAP
Supervisor	4.5							-1.5
Peer	6.3							+0.3
Direct Report	5.6							-0.4
Other	5.4							-0.6

29. Shows excitement for and engagement in the work that they do.

5.4

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1
Peer (2/2)	6.5							+1.5
Direct Report (2/2)	5.5							+0.5
Other (2/2)	5.0							+0

30. Sets goals and objectives that challenge and motivate the team.

6.5

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Peer (2/2)	7.0							+0
Direct Report (2/2)	6.5							-0.5
Other (2/2)	6.5							-0.5

31. Creates a positive and supportive work environment.

5.6

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1
Peer (2/2)	6.0							+0
Direct Report (2/2)	5.5							-0.5
Other (2/2)	5.5							-0.5

32. Inspires in others a sense of purpose for the work we do.

5.0

Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2
Peer (2/2)	5.5							-0.5
Direct Report (2/2)	5.0							-1
Other (2/2)	4.5							-1.5

EMPOWERMENT

Effectively granting authority and resources to others.

OVERALL COMPETENCY SCORE

5.3	5.3	5.4
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.3							GAP
Supervisor	5.5							+0.2
Peer	5.0							-0.3
Direct Report	6.0							+0.7
Other	5.0							-0.3

33. Appropriately delegates tasks or responsibilities.

4.8

Self (1/1)	4.0							GAP
Supervisor (1/1)	4.0							+0
Peer (2/2)	4.5							+0.5
Direct Report (2/2)	5.5							+1.5
Other (2/2)	5.0							+1

34. Empowers others with the resources and authority they need to succeed.

5.1

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							+0
Peer (2/2)	4.5							-0.5
Direct Report (2/2)	6.5							+1.5
Other (2/2)	4.5							-0.5

35. Trusts team members to perform their jobs well.

5.4

Self (1/1)	6.0							GAP
Supervisor (1/1)	6.0							+0
Peer (2/2)	5.5							-0.5
Direct Report (2/2)	5.5							-0.5
Other (2/2)	4.5							-1.5

36. Regularly recognizes people for their efforts and contributions.

6.1

Self (1/1)	6.0							GAP
Supervisor (1/1)	7.0							+1
Peer (2/2)	5.5							-0.5
Direct Report (2/2)	6.5							+0.5
Other (2/2)	6.0							+0

ACCOUNTABILITY

Holding one's self and others responsible to achieve predetermined standards.

OVERALL COMPETENCY SCORE

5.5	5.3	5.5
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.3							GAP
Supervisor	5.8							+0.5
Peer	6.0							+0.7
Direct Report	5.6							+0.3
Other	4.8							-0.5

37. Takes responsibility for their own actions.

5.0

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1
Peer (2/2)	6.5							+1.5
Direct Report (2/2)	4.5							-0.5
Other (2/2)	4.5							-0.5

38. Sets a good example of the behavior they ask for.

5.5

Self (1/1)	5.0							GAP
Supervisor (1/1)	7.0							+2
Peer (2/2)	6.0							+1
Direct Report (2/2)	6.0							+1
Other (2/2)	4.0							-1

39. Holds others accountable for delivering results.

5.6

Self (1/1)	5.0							GAP
Supervisor (1/1)	7.0							+2
Peer (2/2)	6.5							+1.5
Direct Report (2/2)	5.5							+0.5
Other (2/2)	4.5							-0.5

40. Provides candid feedback to others in a way that facilitates improvement.

5.8

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1
Peer (2/2)	5.0							-1
Direct Report (2/2)	6.5							+0.5
Other (2/2)	6.0							+0

DEVELOPING OTHERS

Investing time and resources to help others grow and progress.

OVERALL COMPETENCY SCORE

5.9	6.0	5.9
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	6.0							GAP
Supervisor	5.5							-0.5
Peer	6.0							+0
Direct Report	5.9							-0.1
Other	6.1							+0.1

41. Provides challenging assignments and opportunities for others to grow.

5.6

Self (1/1)	5.0							GAP
Supervisor (1/1)	7.0							+2
Peer (2/2)	5.5							+0.5
Direct Report (2/2)	6.0							+1
Other (2/2)	5.0							+0

42. Takes the time to coach, mentor, and support others.

5.9

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	5.5							-0.5
Other (2/2)	6.0							+0

43. Holds frequent conversations with team members about their development.

6.1

Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	6.0							+0
Other (2/2)	7.0							+1

44. Prepares others to take on more responsibility.

6.1

Self (1/1)	7.0							GAP
Supervisor (1/1)	6.0							-1
Peer (2/2)	5.5							-1.5
Direct Report (2/2)	6.0							-1
Other (2/2)	6.5							-0.5

GAPS: SELF VS SUPERVISOR

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding

POSITIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
9. Builds and maintains excellent relationships with customers. Customer Focus	4.0	7.0	+3.0
11. Consistently advocates for superior quality. Customer Focus	4.0	7.0	+3.0
20. Establishes an environment in which others embrace change. Change Management	4.0	7.0	+3.0
2. Makes decisions that reflect a clear understanding of what we do in our organization. Strategy	4.0	6.0	+2.0
22. Facilitates teamwork and communication across functions, divisions, and/or departments. Collaboration	4.0	6.0	+2.0

NEGATIVE GAPS

BEHAVIOR	SELF	SUPERVISOR	GAP
7. Maintains focus on the most important issues facing the team or department. Results Orientation	7.0	4.0	-3.0
26. Shares information in a clear and concise manner. Communication	7.0	4.0	-3.0
13. Shows good judgment when making decisions. Decision Making	7.0	5.0	-2.0
14. Shows confidence when making and acting on decisions. Decision Making	6.0	4.0	-2.0
17. Challenges conventional business practices in search of more effective solutions. Change Management	6.0	4.0	-2.0

GAPS: SELF VS PEER

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding

POSITIVE GAPS

BEHAVIOR	SELF	PEER	GAP
5. Delivers solid results. Results Orientation	4.0	6.0	+2.0
2. Makes decisions that reflect a clear understanding of what we do in our organization. Strategy	4.0	5.5	+1.5
6. Takes action early to address problems and opportunities. Results Orientation	5.0	6.5	+1.5
27. Is open to feedback without becoming defensive. Communication	4.0	5.5	+1.5
29. Shows excitement for and engagement in the work that they do. Engaging Leadership	5.0	6.5	+1.5

NEGATIVE GAPS

BEHAVIOR	SELF	PEER	GAP
13. Shows good judgment when making decisions. Decision Making	7.0	5.0	-2.0
26. Shares information in a clear and concise manner. Communication	7.0	5.0	-2.0
10. Finds solutions with even the most demanding customers. Customer Focus	7.0	5.5	-1.5
18. Adjusts priorities in order to address changing situations and conditions. Change Management	6.0	4.5	-1.5
21. Works effectively with individuals at all levels of the organization. Collaboration	7.0	5.5	-1.5

GAPS: SELF VS DIRECT REPORT

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding

POSITIVE GAPS

BEHAVIOR	SELF	DIRECT REPO...	GAP
25. Establishes effective two-way communication with others. Communication	4.0	6.5	+2.5
27. Is open to feedback without becoming defensive. Communication	4.0	6.5	+2.5
15. Appropriately seeks input from team members when making decisions. Decision Making	5.0	7.0	+2.0
28. Treats people with dignity, fairness, and respect. Communication	5.0	7.0	+2.0
2. Makes decisions that reflect a clear understanding of what we do in our organization. Strategy	4.0	5.5	+1.5

NEGATIVE GAPS

BEHAVIOR	SELF	DIRECT REPO...	GAP
7. Maintains focus on the most important issues facing the team or department. Results Orientation	7.0	4.5	-2.5
10. Finds solutions with even the most demanding customers. Customer Focus	7.0	4.5	-2.5
17. Challenges conventional business practices in search of more effective solutions. Change Management	6.0	4.0	-2.0
21. Works effectively with individuals at all levels of the organization. Collaboration	7.0	5.0	-2.0
4. Helps others see how their work impacts the success of the organization. Strategy	7.0	5.5	-1.5

GAPS: SELF VS OTHER

Scale: 1-Very Poor, 2-Poor, 3-Fair, 4-Average, 5-Good, 6-Excellent, 7-Outstanding

POSITIVE GAPS

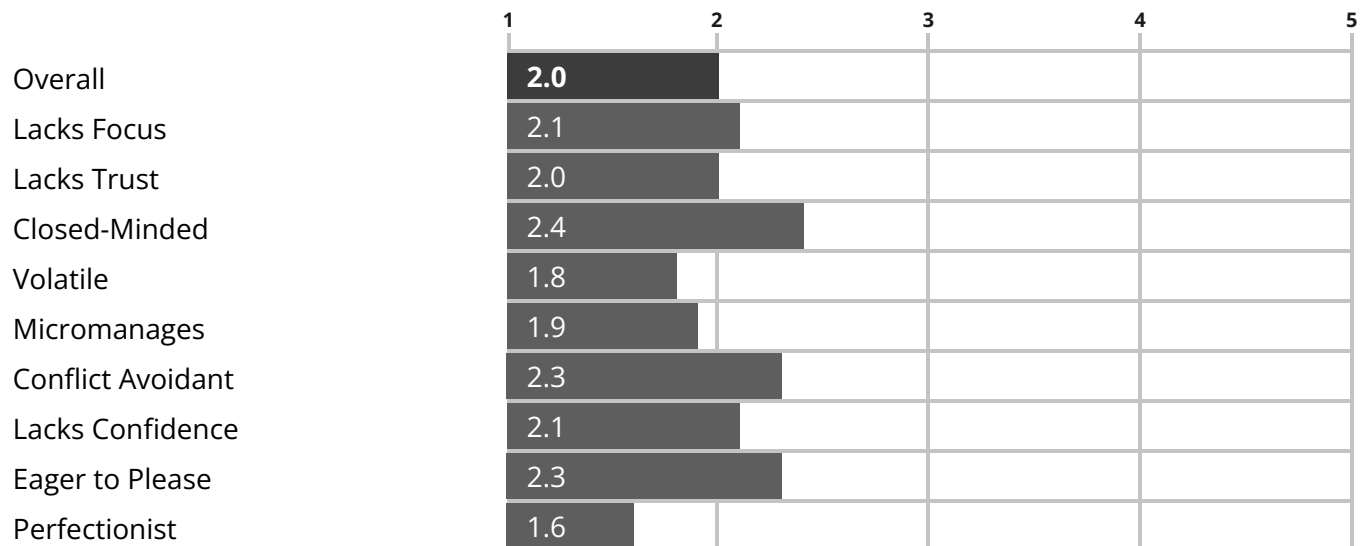
BEHAVIOR	SELF	OTHER	GAP
27. Is open to feedback without becoming defensive. Communication	4.0	7.0	+3.0
2. Makes decisions that reflect a clear understanding of what we do in our organization. Strategy	4.0	6.5	+2.5
9. Builds and maintains excellent relationships with customers. Customer Focus	4.0	6.5	+2.5
3. Keeps people focused on the organization's key initiatives and priorities. Strategy	5.0	6.5	+1.5
5. Delivers solid results. Results Orientation	4.0	5.5	+1.5

NEGATIVE GAPS

BEHAVIOR	SELF	OTHER	GAP
13. Shows good judgment when making decisions. Decision Making	7.0	4.0	-3.0
19. Effectively implements change. Change Management	7.0	4.5	-2.5
7. Maintains focus on the most important issues facing the team or department. Results Orientation	7.0	5.0	-2.0
4. Helps others see how their work impacts the success of the organization. Strategy	7.0	5.5	-1.5
10. Finds solutions with even the most demanding customers. Customer Focus	7.0	5.5	-1.5

DERAILERS SUMMARY

This section provides a summary of results on potential Derailers. The horizontal bars represent the average score from all respondents under each Derailer. Derailers are negative behaviors that can “derail” or cause our performance to get “off track.” Scores represent the degree to which these negative behaviors are present or observed by others. Low scores indicate these negative behaviors are rarely observed, where high scores indicate a potential concern.



DERAILER ITEM SCALE KEY

- 1: None
- 2: Very Little
- 3: Some
- 4: Quite a Bit
- 5: A Great Deal

DERAILERS

	1	2	3	4	5	
Self	2.1					GAP
Supervisor	2.0					-0.1
Peer	2.3					+0.2
Direct Report	2.1					+0
Other	1.8					-0.3

46. Lacks Focus: Easily distracted; wastes time; fails to get critical things done.

Self (1/1)	2.0					GAP
Supervisor (1/1)	1.0					-1
Peer (2/2)	3.0					+1
Direct Report (2/2)	3.0					+1
Other (2/2)	1.0					-1

47. Lacks Trust: Fails to gain the trust of others; places personal agenda before the good of the team; unreliable.

Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					+0
Peer (2/2)	3.0					+2
Direct Report (2/2)	2.0					+1
Other (2/2)	2.0					+1

48. Closed-Minded: Not open to critical feedback or new ideas; unwilling to consider other viewpoints.

Self (1/1)	3.0					GAP
Supervisor (1/1)	3.0					+0
Peer (2/2)	2.0					-1
Direct Report (2/2)	1.5					-1.5
Other (2/2)	3.0					+0

49. Volatile: Loses temper or patience quickly; irritable or lacks composure.

Self (1/1)	3.0					GAP
Supervisor (1/1)	2.0					-1
Peer (2/2)	2.0					-1
Direct Report (2/2)	1.0					-2
Other (2/2)	1.5					-1.5

50. Micromanages: Overly controlling; too involved in the details; does not empower others.

Self (1/1)	3.0				GAP
Supervisor (1/1)	2.0				-1
Peer (2/2)	1.5				-1.5
Direct Report (2/2)	2.0				-1
Other (2/2)	1.5				-1.5

51. Conflict Avoidant: Avoids difficult conversations, providing feedback, or making tough decisions.

Self (1/1)	2.0				GAP
Supervisor (1/1)	3.0				+1
Peer (2/2)	2.5				+0.5
Direct Report (2/2)	2.0				+0
Other (2/2)	2.0				+0

52. Lacks Confidence: Overly concerned with making mistakes; indecisive; avoids speaking up in meetings.

Self (1/1)	3.0				GAP
Supervisor (1/1)	1.0				-2
Peer (2/2)	2.5				-0.5
Direct Report (2/2)	2.5				-0.5
Other (2/2)	1.5				-1.5

53. Eager to Please: Overly concerned with being accepted and liked; defers to others' opinions.

Self (1/1)	1.0				GAP
Supervisor (1/1)	3.0				+2
Peer (2/2)	2.0				+1
Direct Report (2/2)	2.5				+1.5
Other (2/2)	2.5				+1.5

54. Perfectionist: Fails to recognize when something is "good enough;" obsessive; invests too much time on non-critical tasks.

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1
Peer (2/2)	2.0				+1
Direct Report (2/2)	2.0				+1
Other (2/2)	1.0				+0

COMMENTS

Provide two or three examples of this person's greatest strengths.

They do a great job setting the tone for the team and work to make everyone feel heard.

They are a great leader, but could do more to encourage growth in the team members. Assign challenging tasks and give time for people to grow into them, and it will pay off down the line.

They always encourage a high level of consistency and quality of work.

There is a tendency to let things get out of hand before addressing them. It would go a long way if you were a little more willing to confront the issues on the team.

Nothing I know of - a great leader.

They could do more to set clear expectations.

One of the first things I always notice about their team is the commitment to quality and attention to detail. They do a great job inspiring these qualities.

Needs more clarity in defining the goal and the path to get there. Needs to hold people accountable for results. Needs to spend more time engaging people and learning what is impacting operational results. At the end of the day, a leader is measured by the results.

COMMENTS

Provide two or three suggestions for this person to become a more effective leader.

They do a great job setting the tone for the team and work to make everyone feel heard.

They are a great leader, but could do more to encourage growth in the team members. Assign challenging tasks and give time for people to grow into them, and it will pay off down the line.

They always encourage a high level of consistency and quality of work.

There is a tendency to let things get out of hand before addressing them. It would go a long way if you were a little more willing to confront the issues on the team.

Nothing I know of - a great leader.

They could do more to set clear expectations.

One of the first things I always notice about their team is the commitment to quality and attention to detail. They do a great job inspiring these qualities.

Needs more clarity in defining the goal and the path to get there. Needs to hold people accountable for results. Needs to spend more time engaging people and learning what is impacting operational results. At the end of the day, a leader is measured by the results.



AI-GENERATED RECOMMENDATIONS

Provide two or three suggestions for this person to become a more effective leader.

Comments analyzed: 8

This AI-generated content is for informational purposes only. AI-generated recommendations may differ with each refresh due to the technology's inherent variability.

Team Development and Growth

- **Delegate Challenging Tasks:** Identify tasks that are slightly outside the current skillset of team members and delegate them with appropriate support and guidance.
- **Provide Growth Opportunities:** Offer training, mentorship, or other development opportunities to help team members expand their skills and knowledge.
- **Offer support and resources for growth:** Provide necessary support and resources for growth when delegating more challenging tasks.

Proactive Issue Resolution

- **Early Issue Identification:** Actively monitor team dynamics and performance to identify potential issues early on.
- **Direct Communication:** Be willing to address issues directly and constructively with team members.
- **Implement Preventative Measures:** Consider implementing processes or procedures to prevent issues from arising in the first place.

Clarity and Accountability

- **Set Clear Expectations:** Clearly define goals, expectations, and performance standards for each team member.
- **Implement Accountability Measures:** Establish mechanisms for tracking progress and holding individuals accountable for their contributions.
- **Provide Regular Feedback:** Offer regular feedback on performance, both positive and constructive, to help team members stay on track and improve.

ACTON PLANNING GUIDE

This guide is designed to help you translate the insights you gained from your 360 report into actionable development goals that will contribute to your success.

Gain Perspective

Your report is loaded with data points and comparisons. We recommend reading it multiple times.

1. During the first pass, review the results but try not to pause on any pages. Take note of your overall reaction and any areas that you want to revisit in more detail.
2. During a second reading, spend more time exploring the areas that interest you. Look for connections and patterns. Highlight areas of strengths, opportunities for improvement, and questions to clarify.
3. Skim the report a third time to identify the overall themes and summarize your key takeaways. What is the story from your feedback?

Natural Responses to Feedback

Our negativity bias naturally causes us to hyper-focus on low scores while downplaying our strengths. Make sure to take time to fully explore high scores on your report and recognize what is working well.

When our perceptions do not align with others it can trigger an emotional response. You might be surprised, angry, or frustrated with some of the results in your report. That's OK. Understanding others' perceptions is valuable, even if we do not agree with them. Allow yourself to feel and recognize these emotions and give yourself some time to process. Then come back to your report and sort through the results with less emotion.

Action Planning Overview

Use your results to provide direction as you build an action plan for personal development. Focus on one or two goals to pursue going forward.

1. Think about how you can better leverage one of your strengths.
2. Identify a key opportunity that is important to your success this year. Most times, improvement in one area increases perceptions in several other areas.
3. You will probably have questions about some of your feedback. Plan how you will gain clarification through conversations with your manager, peers, or direct reports.

Summarize Key Takeaways

Take a moment to record your insights from your report.

Build on Strengths

- What strengths do I need to utilize more this year to be successful?

Align on Gaps

- Where do I need to create better alignment with my boss, peers, direct reports, or others?
- Are there relationships with certain people or groups that I need to build or strengthen?

Define Opportunities

- What one or two areas do I need to improve to be successful this year?
- Are there any minor changes I could make?

Gain Clarification

You will probably have questions about some of your feedback. Plan how you will gain clarification through conversations with your manager, peers, or direct reports. At a minimum, talk with your manager about what you learned and your ideas for next steps. Here are some tips to facilitate these conversations.

Make it Safe

When you talk with your raters about your feedback, they may be cautious about the conversation. They probably filled out the survey a month ago and may not remember how they responded.

Poor Question: “Why did you give me a 4 on this item?” Puts the rater on the defense and makes you the victim.

Best Practice Question: “I’d like to improve in this area. What are your thoughts on what action I can take to be more effective?” This puts the rater in the place of wise advisor and you in the place of beneficiary. Keep follow-up conversations future focused. Providing advice for the future is easier than providing feedback about what has happened in the past.

Development Categories

1. Developmental Goals

- Long-term developmental focus
- Competency-based
- Typically requires goal setting and accountability
- Example: Micromanage less and empower my team

2. Quick Wins

- Minor issues revealed in 360
- Typically require minimal effort to change
- Often requires a change of a minor behavior or habit
- Example: Close the door to your office during phone calls

Prioritize

Sort your development opportunities by feasibility and importance. Some changes are simple and take little effort. Others will take time and practice to accomplish. Now list your development opportunities in order of priority. From here, you will choose your top one or two topics.

Principles for Effective Action Plans

You are probably familiar with SMART goals. Now let's apply this methodology to your personal development.

Specific: Action steps should be specific.

Measurable: Measures of success should be observable.

Attainable: Goals need to be realistic and attainable.

Relevant: Goals should be relevant to your success this year.

Timely: Give yourself a timeframe when you will see success.

Example

"I am going to improve at giving feedback to my team"

1. Establish weekly 1:1s with direct reports
2. Set expectation with direct reports about the purpose and outcomes of these meetings
3. Spend 10 minutes before each 1:1 thinking about what feedback I will give and how I will give it
4. Use 5 minutes of each 1:1 to provide feedback
5. Review successes and struggles each week with my manager
6. Measure progress in follow-up 360

Personal Development Action Plan Template

Choose one or two areas to address and build an action plan. Use the **SMART** goal approach as a guide: **Specific, Measurable, Attainable, Relevant, and Timely.**

Goal:

Immediate Steps:

Steps	Timeframe

Measurement Methods:

Needed Resources and Support: