

Name : Jane Sample

**You requested feedback from the following individuals:**

Sarah  ^	Irene Sample
John Sample	Jessica Sample
Kate Sample	Dennis Sample
Peter Sample	Joe Sample

**Number of responses received:**

Subordinate: 5      Supervisor: 1      Co-worker: 2      Total: 8

**Guidelines for Reading Multi-Source Feedback:**

Remember that your supervisor(s), co-workers, subordinates, and other respondents were asked for their honest feedback. They were asked to give ratings of your demonstrated behaviour to help you to identify your strengths and development areas. Therefore, you should view their responses in that context.

Your supervisor(s), co-workers, subordinates, and other respondents have provided you with their perceptions of your behaviour. This is how you come across to them, not necessarily what is objectively true.

You could receive both positive and negative 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 you can transform negative feedback into positive change.
- How you can utilize your talents to leverage your effectiveness.

**How to read the Report:**

1. It is suggested that you look over the entire report first to get an overview of the results. Then look at specific competencies and the ratings you received.
2. On each page of results, you will find a chart of the specific ratings, a list of strengths, and a list of developmental areas, as well as a list of "gaps" (or areas of disagreement). Look at the highest rated competencies - these are your strengths. Think about how you could utilize those competencies more. Then look closely at the gaps. When understanding the "biggest gaps", think about why others might see you differently. Try to remove your emotion from the feedback. Focus on what you could do differently as a result of having the feedback.
3. The strengths and developmental areas indicated underneath each graph represent your relative strengths and developmental areas, not absolutes.
4. Remember that this report was prepared in a way that ensures the anonymity of the co-workers, subordinates, and other respondents who completed the questionnaire. It is normal to wonder who gave you certain ratings and why, but you will need to accept the feedback as offered. Understand individual ratings within the context of the overall feedback picture.

**Rating Scale Reference**

**Competency Importance Ratings**

You and your supervisor(s) rated the importance of 24 competencies to your work role on a 5-point scale:

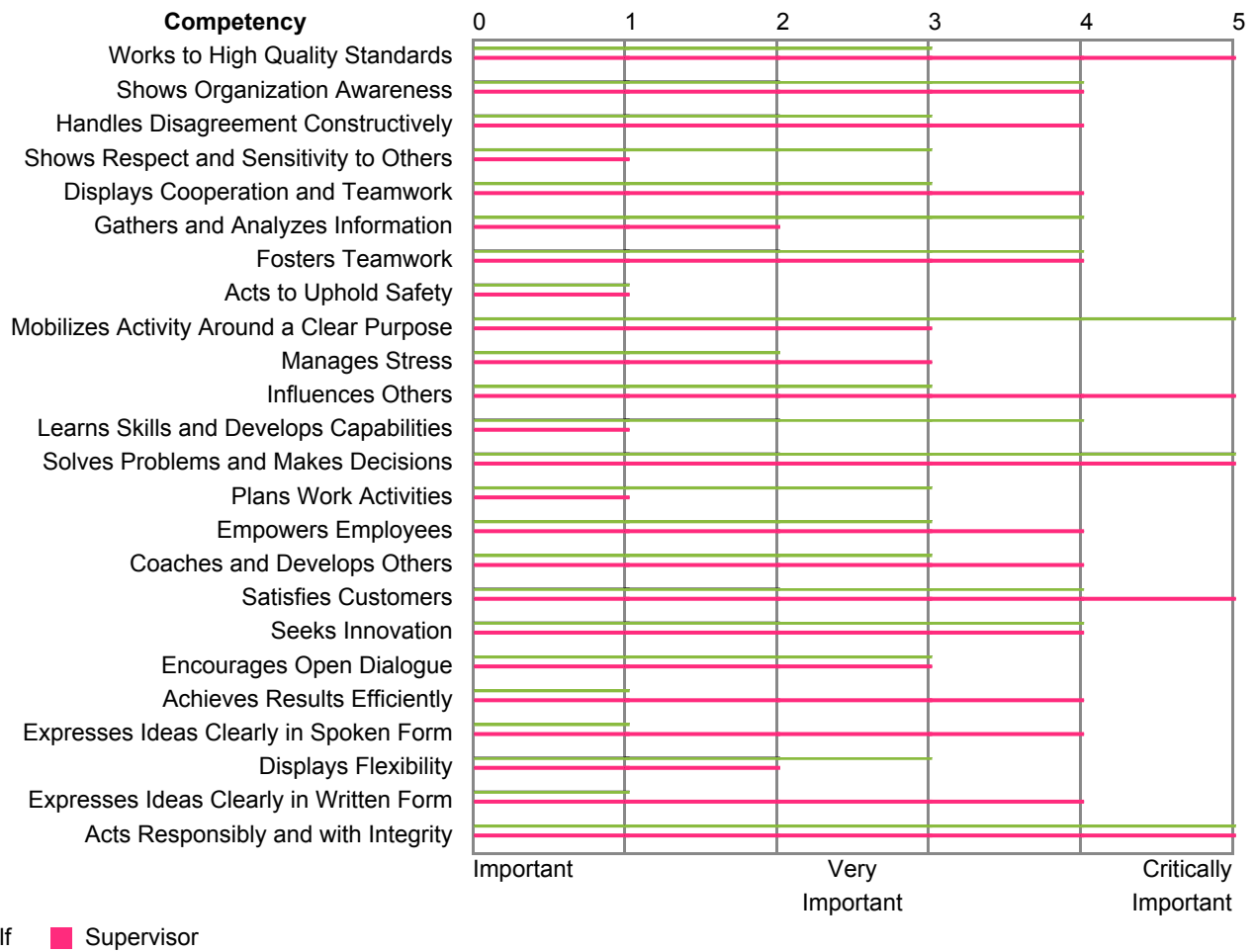
1: Important                                      2-4: Very Important                                      5: Critically Important

**Demonstrated Behavioural Ratings**

All respondents rated how often you demonstrated a series of 125 behaviours on a 9-point scale:

1: Not at all                                      3: Not Often                                      5: Often                                      7: Very Often                                      9: Always

## Self and Supervisor Ratings of Competency Importance for Jane Sample



### Competencies you and your supervisor(s) agree are critically important

Acts Responsibly and with Integrity

Solves Problems and Makes Decisions

### Competencies rated as critical by your supervisor(s) but not by you (gaps)

Influences Others

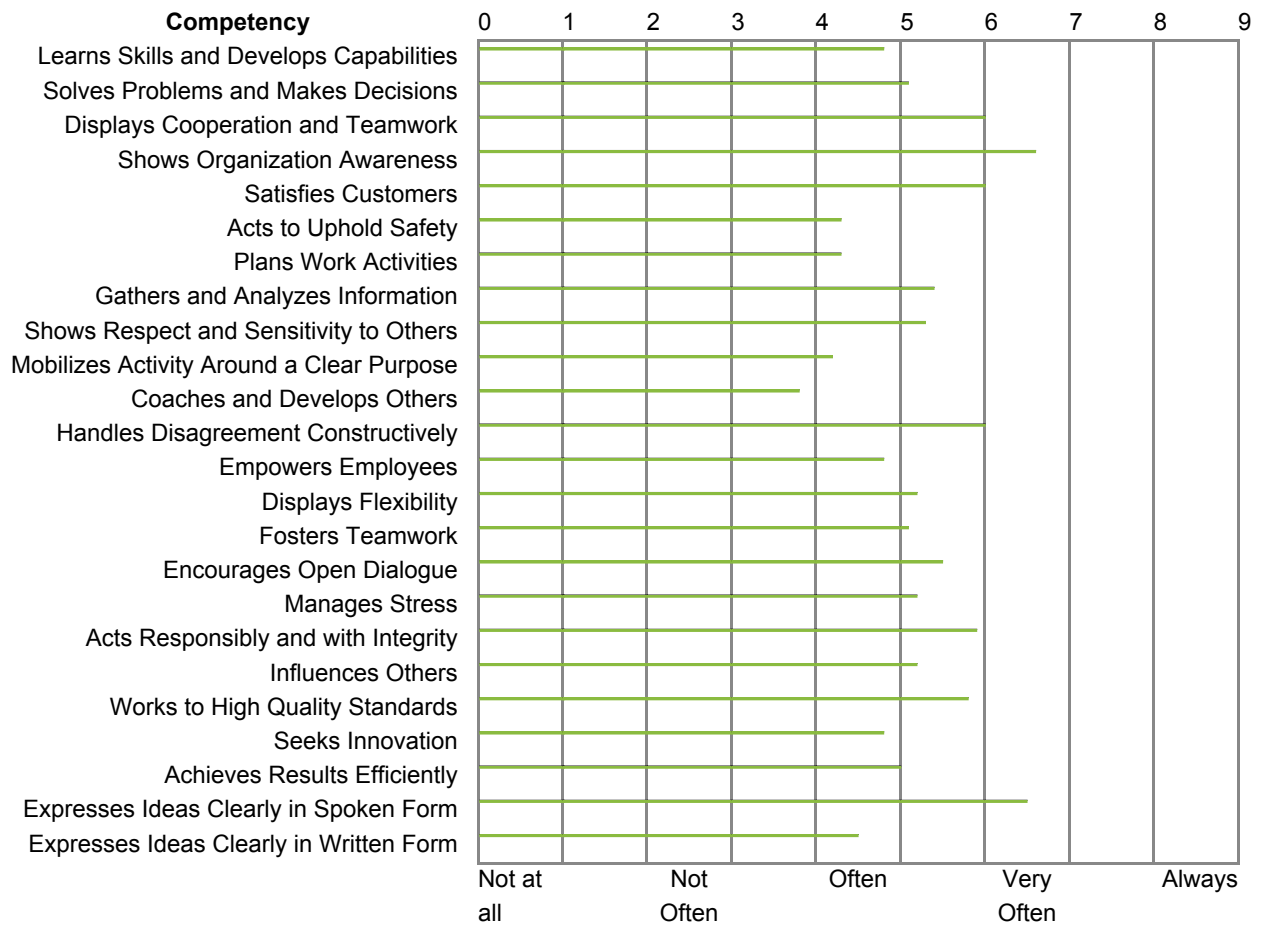
Satisfies Customers

Works to High Quality Standards

### Competencies rated as critical by you but not your supervisor(s) (gaps)

Mobilizes Activity Around a Clear Purpose

### Self Ratings for Jane Sample



**You perceive that your strengths are:**

- Displays Cooperation and Teamwork
- Handles Disagreement Constructively
- Shows Organization Awareness

- Expresses Ideas Clearly in Spoken Form
- Satisfies Customers

**You perceive that your developmental areas are:**

- Acts to Uphold Safety
- Expresses Ideas Clearly in Written Form
- Plans Work Activities

- Coaches and Develops Others
- Mobilizes Activity Around a Clear Purpose

### Self Ratings vs. Supervisor Ratings for Jane Sample



**Your supervisor(s) perceive(s) your strengths are:**

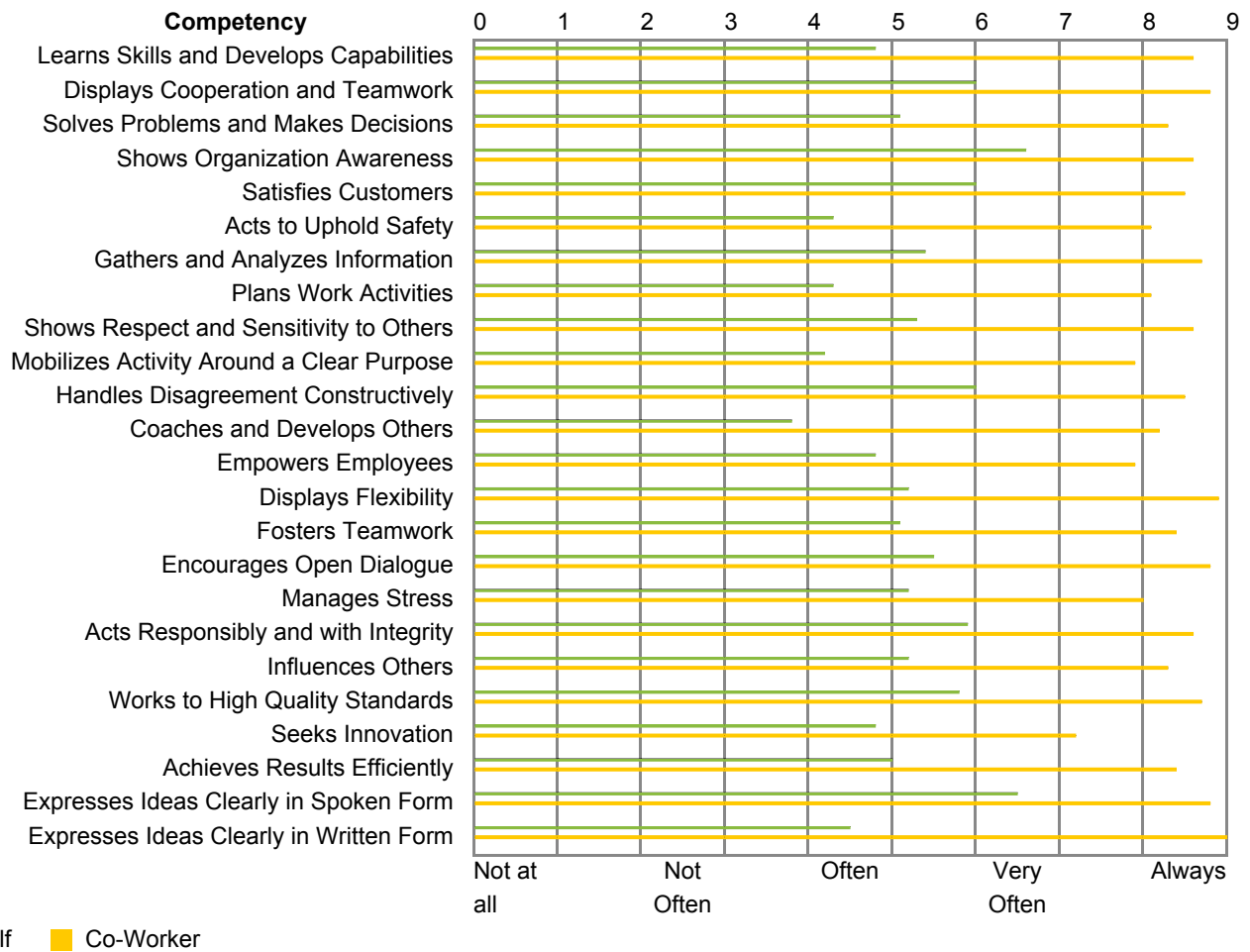
- Acts to Uphold Safety
- Satisfies Customers
- Solves Problems and Makes Decisions
- Learns Skills and Develops Capabilities
- Shows Organization Awareness

**Your supervisor(s) perceive(s) your developmental areas are:**

- Empowers Employees
- Mobilizes Activity Around a Clear Purpose
- Seeks Innovation
- Influences Others
- Plans Work Activities

**Areas that you and your supervisor(s) disagree on (gaps):**

### Self Ratings vs. Co-Worker Ratings for Jane Sample



**Your co-workers perceive your strengths are:**

- Displays Cooperation and Teamwork
- Encourages Open Dialogue
- Expresses Ideas Clearly in Written Form

- Displays Flexibility
- Expresses Ideas Clearly in Spoken Form

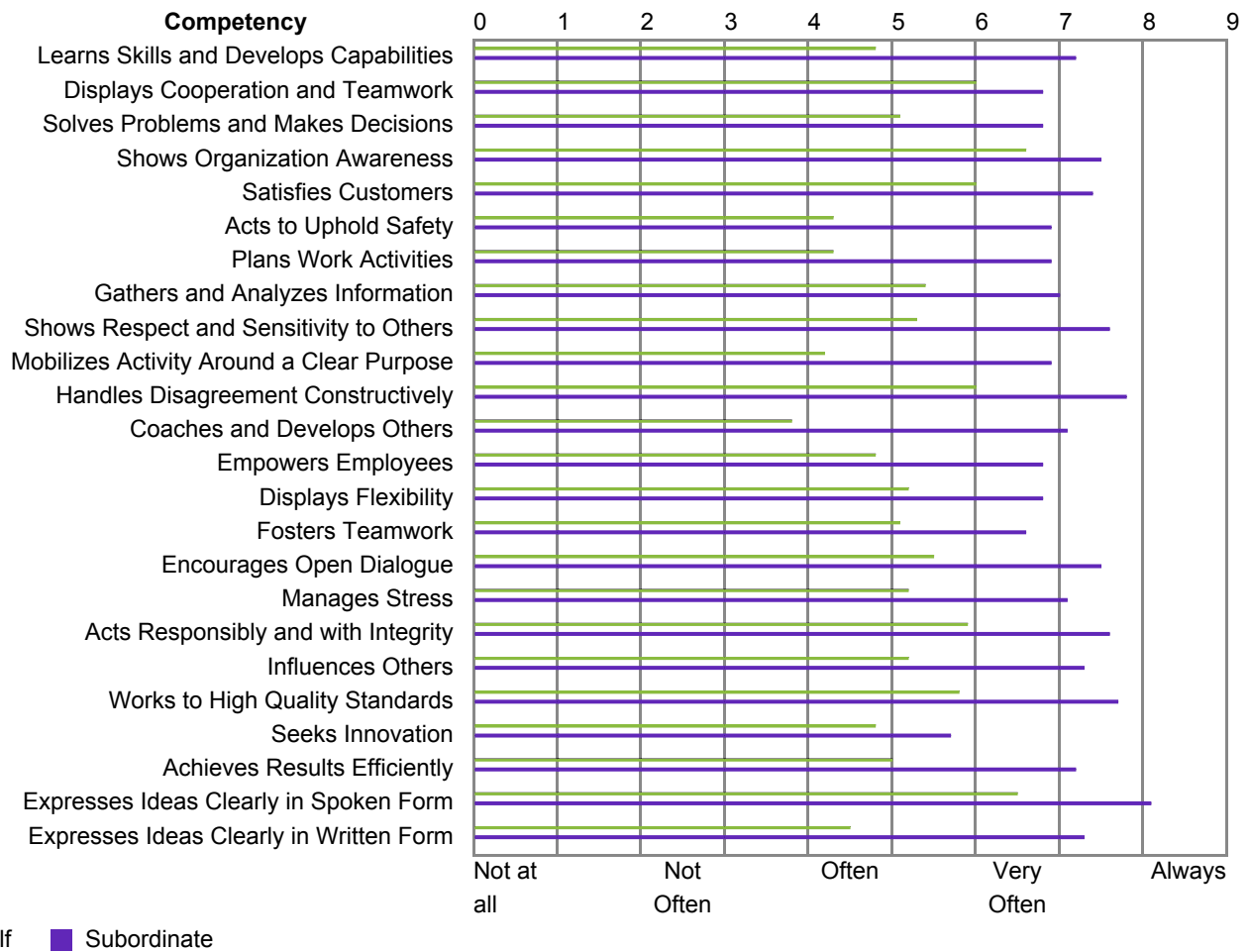
**Your co-workers perceives your developmental areas are:**

- Empowers Employees
- Mobilizes Activity Around a Clear Purpose
- Seeks Innovation

- Manages Stress
- Plans Work Activities

**Areas that you and your co-workers disagree on (gaps):**

### Self Ratings vs. Subordinate Ratings for Jane Sample



**Your subordinates perceive your strengths are:**

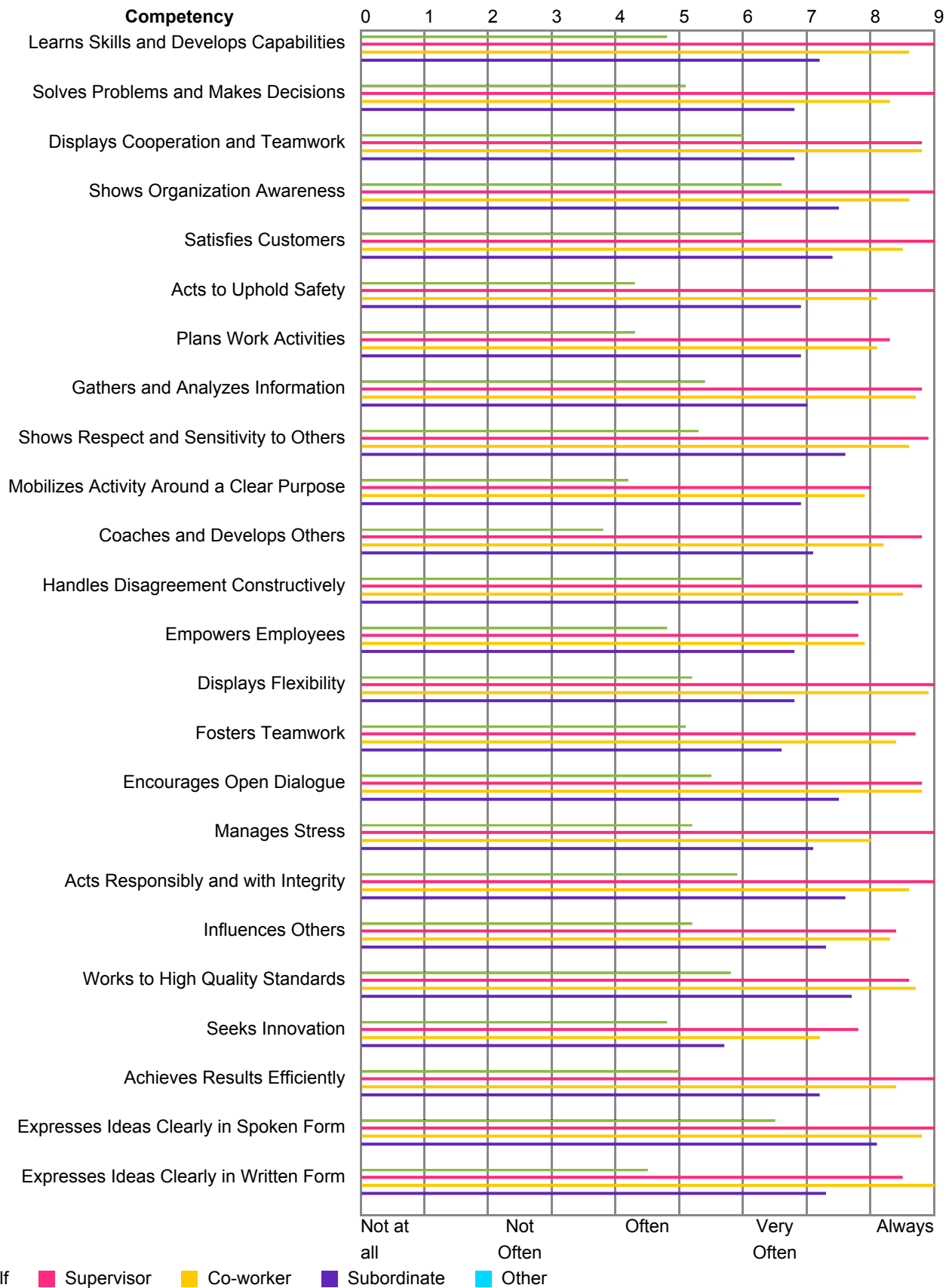
- Acts Responsibly and with Integrity
- Expresses Ideas Clearly in Spoken Form
- Handles Disagreement Constructively
- Shows Respect and Sensitivity to Others
- Works to High Quality Standards

**Your subordinates perceives your developmental areas are:**

- Displays Cooperation and Teamwork
- Displays Flexibility
- Fosters Teamwork
- Seeks Innovation
- Solves Problems and Makes Decisions

**Areas that you and your subordinates disagree on (gaps):**

### Self Ratings vs. Non-Self Ratings for Jane Sample



## Behavioural Ratings for Jane Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
<b>Works to High Quality Standards</b>						
Works neatly and accurately, with attention to detail.		4.0	7.0	8.5	6.4	N/A
Completes tasks to a high standard of quality and excellence.		6.0	9.0	9.0	8.2	N/A
Expects work group to achieve high quality standards.		7.0	9.0	9.0	8.4	N/A
Encourages employees to look for better ways of doing things.		6.0	9.0	8.5	7.6	N/A
Looks for ways to improve procedures, methods and outcomes.		6.0	9.0	8.5	7.8	N/A
<b>Seeks Innovation</b>						
Finds innovative changes to methods or approaches.		3.0	6.0	6.0	5.0	N/A
Addresses problems or issues creatively.		6.0	7.0	7.0	5.6	N/A
Looks for new and different ways of doing things to improve performance.		6.0	9.0	8.0	5.4	N/A
Suggests or starts new and different approaches.		5.0	8.0	7.5	5.8	N/A
Comes up with original ideas.		4.0	9.0	7.5	6.6	N/A
<b>Fosters Teamwork</b>						
Commends work group successes.		4.0	9.0	7.5	5.6	N/A
Keeps the work group informed about events in the organization.		5.0	9.0	9.0	6.6	N/A
Works to build team spirit in the work group.		6.0	9.0	8.0	6.0	N/A
Invites work group members to express their views.		5.0	9.0	8.5	7.6	N/A
Involves the work group in "running the business".		5.0	7.0	7.5	6.8	N/A
Takes employee concerns seriously and responds to them.		6.0	9.0	9.0	7.0	N/A
Takes action to improve employee satisfaction.		5.0	9.0	9.0	6.8	N/A
<b>Expresses Ideas Clearly in Written Form</b>						
Uses suitable language in written communication.		5.0	9.0	9.0	7.4	N/A
Writes reports and memos clearly and concisely.		4.0	8.0	9.0	7.2	N/A
<b>Expresses Ideas Clearly in Spoken Form</b>						
Uses language and terminology that is understood by the listener.		7.0	9.0	8.5	8.2	N/A
Speaks clearly and understandably.		6.0	9.0	9.0	8.0	N/A
<b>Influences Others</b>						
When communicating to a group, is sensitive to their position.		6.0	9.0	8.0	7.2	N/A
Uses logical arguments, backed by facts and figures.		6.0	9.0	8.5	7.2	N/A
Expresses own opinions assertively.		6.0	8.0	8.5	8.0	N/A
Able to develop a persuasive presentation.		4.0	7.0	8.0	7.2	N/A
Strongly influences opinions, ideas, and plans of co-workers.		4.0	9.0	8.5	7.0	N/A
<b>Mobilizes Activity Around a Clear Purpose</b>						
Sets clear goals for the unit.		3.0	7.0	8.0	6.4	N/A
Leads the work group in discussions of unit performance.		5.0	8.0	7.0	7.2	N/A
Communicates goals to employees.		4.0	8.0	8.0	6.4	N/A
Aligns daily actions with stated goals.		5.0	8.0	8.5	7.4	N/A
Works with employees to set action plans.		4.0	9.0	8.0	7.2	N/A



## Behavioural Ratings for Jane Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
<b>Coaches and Develops Others</b>						
Helps employees determine training and development needs.		3.0	9.0	8.0	7.0	N/A
Encourages employees to advance their careers.		4.0	9.0	9.0	6.8	N/A
Coaches and trains employees to meet performance goals.		4.0	9.0	8.0	7.2	N/A
Provides helpful feedback on employee performance.		4.0	8.0	8.0	7.2	N/A
<b>Empowers Employees</b>						
Delegates responsibility for tasks and decisions to employees.		5.0	7.0	7.0	7.2	N/A
Allows employees to make decisions within their job scope.		4.0	7.0	8.5	7.6	N/A
Involves employees in decisions that affect the work unit.		5.0	8.0	8.0	5.0	N/A
Encourages employees to take on responsibility.		5.0	9.0	8.0	7.6	N/A
<b>Displays Cooperation and Teamwork</b>						
Works with co-workers to address common interests or concerns.		6.0	9.0	9.0	7.2	N/A
Balances self-interest with the interests of co-workers.		6.0	9.0	9.0	7.8	N/A
Involves co-workers in matters and decisions that impact them.		6.0	8.0	9.0	6.2	N/A
Coordinates work plans with those of other work units/groups.		6.0	9.0	8.5	5.2	N/A
Gives co-workers credit for group accomplishments.		7.0	9.0	9.0	7.2	N/A
Learns from co-workers and those who report to him/her.		5.0	9.0	8.5	7.0	N/A
<b>Shows Organization Awareness</b>						
Takes actions that support the goals and activities of the work unit.		6.0	9.0	8.0	6.8	N/A
Considers the impact of decisions on other work units and groups.		7.0	9.0	8.0	6.8	N/A
Shares important information about the work unit with other groups.		6.0	9.0	9.0	7.0	N/A
Supports business decisions made by management.		7.0	9.0	9.0	8.2	N/A
Is aware of factors in industry and the community that affect the organization.		6.0	9.0	8.5	7.6	N/A
Knows how different groups and departments in the organization function.		7.0	9.0	9.0	8.0	N/A
Knows where in the organization to look for answers.		7.0	9.0	9.0	8.2	N/A
<b>Satisfies Customers</b>						
Knows what is expected of the work unit by internal/external customers.		6.0	9.0	8.0	7.4	N/A
Responds to requests for information or services from internal/external customers and suppliers.		7.0	9.0	8.5	7.8	N/A
Looks for ways to work more effectively with internal/external customers and suppliers.		5.0	9.0	9.0	7.0	N/A
<b>Plans Work Activities</b>						
Stays focused on the most important work matters.		6.0	8.0	7.0	7.0	N/A
Sets work priorities based on the importance and urgency of tasks.		5.0	9.0	8.5	7.2	N/A
Sets realistic timelines for completing tasks.		4.0	9.0	8.5	5.6	N/A
Sets a work plan that tracks all aspects of tasks and activities.		3.0	6.0	8.0	7.0	N/A
Uses time and resources efficiently to complete tasks on schedule.		4.0	9.0	8.0	6.6	N/A
Monitors work progress against expected results.		4.0	9.0	8.5	8.2	N/A
<b>Learns Skills and Develops Capabilities</b>						
Keen to learn new skills and develop knowledge.		5.0	9.0	9.0	7.0	N/A
Seeks out and listens to feedback on personal performance and behavior.		5.0	9.0	9.0	7.2	N/A
Demonstrates the skills required to perform in the work role.		5.0	9.0	9.0	7.8	N/A
Changes behavior in response to feedback from others.		5.0	9.0	8.5	6.8	N/A
Learns from mistakes and does not repeat them.		5.0	9.0	8.5	7.8	N/A
Shows interest in own career development.		4.0	9.0	7.5	6.4	N/A

## Behavioural Ratings for Jane Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
<b>Manages Stress</b>						
Controls emotions when things go wrong.		5.0	9.0	8.0	7.0	N/A
Helps others stay calm in stressful situations.		5.0	9.0	8.0	7.6	N/A
Keeps a broad view, even when under pressure.		5.0	9.0	8.0	5.8	N/A
Finds positive ways to respond to tough situations.		6.0	9.0	8.0	8.2	N/A
Responds calmly when faced with many demands at one time.		5.0	9.0	8.0	6.8	N/A
<b>Acts Responsibly and with Integrity</b>						
Is honest and straightforward in dealings with co-workers.		6.0	9.0	8.0	7.6	N/A
Practices what (s)he preaches.		5.0	9.0	9.0	7.8	N/A
Accepts responsibility for outcomes of own decisions.		7.0	9.0	9.0	7.4	N/A
Is upfront and honest about his/her intentions.		6.0	9.0	9.0	7.6	N/A
Earns the trust of co-workers and employees.		6.0	9.0	8.5	8.0	N/A
Takes personal responsibility when things go wrong.		7.0	9.0	9.0	7.8	N/A
Acts predictably in all situations.		4.0	9.0	8.0	7.2	N/A
<b>Displays Flexibility</b>						
Adapts own behavior or approach to match the needs of different situations.		6.0	9.0	9.0	5.8	N/A
Responds to co-workers' preferences to do things differently.		5.0	9.0	8.5	7.2	N/A
Works effectively with people who do not see things the same way.		4.0	9.0	9.0	6.8	N/A
Open to new ideas and approaches suggested by others.		6.0	9.0	9.0	7.2	N/A
<b>Encourages Open Dialogue</b>						
Easy to talk to.		6.0	9.0	9.0	7.4	N/A
Encourages others to share their thoughts and feelings about work matters.		6.0	8.0	8.0	7.0	N/A
Seeks out and listens to the ideas and opinions of others.		5.0	9.0	9.0	7.2	N/A
Is a good listener.		5.0	9.0	9.0	8.4	N/A
<b>Shows Respect and Sensitivity to Others</b>						
Understands and accepts personal differences among co-workers.		6.0	9.0	8.5	7.8	N/A
Treats all individuals with respect, irrespective of status or background.		7.0	9.0	9.0	8.8	N/A
Shows interest in the views and concerns of others.		5.0	9.0	9.0	7.6	N/A
Recognizes when feelings and behavior don't match.		4.0	8.0	7.5	7.6	N/A
Knows what is important to employees/co-workers.		5.0	9.0	8.5	6.8	N/A
Acts considerately toward employees/co-workers.		5.0	9.0	9.0	8.0	N/A
Understands why people do the things they do.		5.0	9.0	8.5	6.6	N/A
<b>Handles Disagreement Constructively</b>						
Able to disagree without offending people.		6.0	9.0	9.0	7.4	N/A
Attempts to resolve disagreements with co-workers.		7.0	9.0	9.0	8.2	N/A
Validates and resolves differing viewpoints.		5.0	8.0	8.0	7.8	N/A
Seeks common ground in disagreements.		6.0	9.0	8.0	7.8	N/A
<b>Acts to Uphold Safety</b>						
Expects employees to be responsible for behaving safely.		9.0	9.0	9.0	8.4	N/A
"Walks the talk" when it comes to safety.		5.0	9.0	8.0	7.6	N/A
Identifies safety risks and takes immediate steps to control them.		3.0	9.0	8.0	6.4	N/A
Makes the time to address the safety and wellness of employees.		2.0	9.0	7.5	6.6	N/A
Advises others about safety practices and procedures.		2.0	9.0	8.0	6.6	N/A
Responds promptly to safety concerns raised by employees.		6.0	9.0	9.0	6.4	N/A
Puts safety before production, time pressure or costs.		3.0	9.0	7.5	6.2	N/A

## Behavioural Ratings for Jane Sample

Competency/Behavioural Statement	Ratings	S	S	C	S	O
<b>Gathers and Analyzes Information</b>						
Gathers all information before drawing a conclusion or making a decision.		6.0	9.0	8.5	7.2	N/A
Is curious about activities and events and tries to learn more about them.		5.0	8.0	8.0	6.6	N/A
Investigates matters thoroughly when faced with incomplete information.		5.0	9.0	9.0	7.2	N/A
Seeks and weighs information from different points of view.		6.0	9.0	9.0	6.6	N/A
Accurately and objectively assesses information.		5.0	9.0	9.0	7.6	N/A
<b>Solves Problems and Makes Decisions</b>						
Sets priorities based on an accurate analysis of events and conditions.		6.0	9.0	8.0	6.4	N/A
Identifies the most important aspects of complex problems or situations.		5.0	9.0	8.0	6.4	N/A
Logically breaks down complex tasks or issues into manageable pieces.		5.0	9.0	8.5	7.4	N/A
Identifies problems or issues before they become obvious.		5.0	9.0	8.0	5.8	N/A
Sees connections between different situations or events that others might not see.		4.0	9.0	8.0	5.4	N/A
Uses past experience to identify problems or situations that need attentions.		6.0	9.0	8.5	7.8	N/A
Responds to situations and problems in a practical way.		5.0	9.0	8.0	8.2	N/A
Identifies and reasons through relevant factors before making decisions or forming conclusions.		5.0	9.0	9.0	7.8	N/A
Thinks of possible obstacles and consequences before making a decision.		5.0	9.0	9.0	6.4	N/A
Uses new ideas in combination with existing approaches to solve problems.		5.0	9.0	8.0	6.6	N/A
<b>Achieves Results Efficiently</b>						
Finds ways to do work efficiently and increase output.		6.0	9.0	8.5	6.4	N/A
Makes an extra effort to complete work when faced with a challenge.		6.0	9.0	8.5	7.2	N/A
Consistently achieves results and meets expected goals.		4.0	9.0	8.0	6.8	N/A
Holds others to achieve expected results.		5.0	9.0	8.5	8.2	N/A
Sets challenging goals and works to achieve them.		4.0	9.0	8.5	7.6	N/A

## Summary - Strengths for Jane Sample

These are your highest scores on the competencies as identified by each person/group of people.

They indicate which of the twenty-four competencies you are strongest in.

Relative strengths are those that were rated highest according to the rest of your scores across the competencies

Absolute strengths are those that averaged a score of 7.5 or above according to the rating scale, to a maximum of five.

Identified by:	Relative	Absolute
<b>Self</b>	Displays Cooperation and Teamwork Expresses Ideas Clearly in Spoken Form Handles Disagreement Constructively Satisfies Customers Shows Organization Awareness	
<b>Supervisor(s)</b>	Acts to Uphold Safety Learns Skills and Develops Capabilities Satisfies Customers Shows Organization Awareness Solves Problems and Makes Decisions	Acts to Uphold Safety Learns Skills and Develops Capabilities Satisfies Customers Shows Organization Awareness Solves Problems and Makes Decisions
<b>Co-workers</b>	Displays Cooperation and Teamwork Displays Flexibility Encourages Open Dialogue Expresses Ideas Clearly in Spoken Form Expresses Ideas Clearly in Written Form	Displays Cooperation and Teamwork Displays Flexibility Encourages Open Dialogue Expresses Ideas Clearly in Spoken Form Expresses Ideas Clearly in Written Form
<b>Subordinates</b>	Acts Responsibly and with Integrity Expresses Ideas Clearly in Spoken Form Handles Disagreement Constructively Shows Respect and Sensitivity to Others Works to High Quality Standards	Acts Responsibly and with Integrity Expresses Ideas Clearly in Spoken Form Handles Disagreement Constructively Shows Respect and Sensitivity to Others Works to High Quality Standards

## Summary - Developmental Areas for Jane Sample

These are your lowest scores on the competencies as identified by each person/group of people.

They indicate on which of the twenty-four competencies you received the lowest scores.

Relative developmental areas are those that were rated lowest according to the rest of your scores across the competencies.

Absolute developmental areas are those that averaged a score of 5.0 or lower according to the rating scale, to a maximum of five.

Identified by:	Relative	Absolute
<b>Self</b>	Acts to Uphold Safety Coaches and Develops Others Expresses Ideas Clearly in Written Form Mobilizes Activity Around a Clear Purpose Plans Work Activities	Acts to Uphold Safety Coaches and Develops Others Expresses Ideas Clearly in Written Form Mobilizes Activity Around a Clear Purpose Plans Work Activities
<b>Supervisor(s)</b>	Empowers Employees Influences Others Mobilizes Activity Around a Clear Purpose Plans Work Activities Seeks Innovation	
<b>Co-workers</b>	Empowers Employees Manages Stress Mobilizes Activity Around a Clear Purpose Plans Work Activities Seeks Innovation	
<b>Subordinates</b>	Displays Cooperation and Teamwork Displays Flexibility Fosters Teamwork Seeks Innovation Solves Problems and Makes Decisions	

## Highest Behavioural Ratings for Jane Sample

The following is a list of behaviors that received the highest average scores from all raters.

<b>Item</b>	<b>Competency</b>	<b>Score</b>
1 Treats all individuals with respect, irrespective of status or background.	Shows Respect and Sensitivity to Others	8.9
2 Expects employees to be responsible for behaving safely.	Acts to Uphold Safety	8.6
3 Expects work group to achieve high quality standards.	Works to High Quality Standards	8.6
4 Completes tasks to a high standard of quality and excellence.	Works to High Quality Standards	8.5
5 Attempts to resolve disagreements with co-workers.	Handles Disagreement Constructively	8.5
6 Supports business decisions made by management.	Shows Organization Awareness	8.5
7 Uses language and terminology that is understood by the listener.	Expresses Ideas Clearly in Spoken Form	8.4
8 Speaks clearly and understandably.	Expresses Ideas Clearly in Spoken Form	8.4
9 Balances self-interest with the interests of co-workers.	Displays Cooperation and Teamwork	8.2
10 Demonstrates the skills required to perform in the work role.	Learns Skills and Develops Capabilities	8.2
11 Practices what (s)he preaches.	Acts Responsibly and with Integrity	8.2
12 Finds positive ways to respond to tough situations.	Manages Stress	8.2
13 Understands and accepts personal differences among co-workers.	Shows Respect and Sensitivity to Others	8.1
14 Responds to requests for information or services from internal/external customers and suppliers.	Satisfies Customers	8.1
15 Expresses own opinions assertively.	Influences Others	8.1
16 Shows interest in the views and concerns of others.	Shows Respect and Sensitivity to Others	8.1
17 Uses past experience to identify problems or situations that need attentions.	Solves Problems and Makes Decisions	8.1
18 Learns from mistakes and does not repeat them.	Learns Skills and Develops Capabilities	8.1
19 Is upfront and honest about his/her intentions.	Acts Responsibly and with Integrity	8.1
20 Uses suitable language in written communication.	Expresses Ideas Clearly in Written Form	8.0
21 Easy to talk to.	Encourages Open Dialogue	8.0
22 Able to disagree without offending people.	Handles Disagreement Constructively	8.0
23 Encourages employees to look for better ways of doing things.	Works to High Quality Standards	8.0
24 Accepts responsibility for outcomes of own decisions.	Acts Responsibly and with Integrity	8.0
25 Invites work group members to express their views.	Fosters Teamwork	8.0

## Lowest Behavioral Ratings for Jane Sample

The following is a list of behaviors that received the lowest average scores from all raters.

<b>Item</b>	<b>Competency</b>	<b>Score</b>
1 Finds innovative changes to methods or approaches.	Seeks Innovation	5.4
2 Addresses problems or issues creatively.	Seeks Innovation	6.1
3 Involves employees in decisions that affect the work unit.	Empowers Employees	6.1
4 Commends work group successes.	Fosters Teamwork	6.5
5 Looks for new and different ways of doing things to improve performance.	Seeks Innovation	6.5
6 Suggests or starts new and different approaches.	Seeks Innovation	6.5
7 Coordinates work plans with those of other work units/groups.	Displays Cooperation and Teamwork	6.5
8 Sees connections between different situations or events that others might not see.	Solves Problems and Makes Decisions	6.5
9 Sets realistic timelines for completing tasks.	Plans Work Activities	6.8
10 Keeps a broad view, even when under pressure.	Manages Stress	6.8
11 Identifies problems or issues before they become obvious.	Solves Problems and Makes Decisions	6.8
12 Sets clear goals for the unit.	Mobilizes Activity Around a Clear Purpose	6.9
13 Works to build team spirit in the work group.	Fosters Teamwork	6.9
14 Puts safety before production, time pressure or costs.	Acts to Uphold Safety	6.9
15 Works neatly and accurately, with attention to detail.	Works to High Quality Standards	7.0
16 Delegates responsibility for tasks and decisions to employees.	Empowers Employees	7.1
17 Stays focused on the most important work matters.	Plans Work Activities	7.1
18 Leads the work group in discussions of unit performance.	Mobilizes Activity Around a Clear Purpose	7.2
19 Takes actions that support the goals and activities of the work unit.	Shows Organization Awareness	7.4
20 Helps employees determine training and development needs.	Coaches and Develops Others	7.5
21 Controls emotions when things go wrong.	Manages Stress	7.5
22 When communicating to a group, is sensitive to their position.	Influences Others	7.6
23 Knows what is expected of the work unit by internal/external customers.	Satisfies Customers	7.8
24 Keen to learn new skills and develop knowledge.	Learns Skills and Develops Capabilities	7.8
25 Works with co-workers to address common interests or concerns.	Displays Cooperation and Teamwork	7.9

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## Comments for Jane Sample

### What two or three things does this person do that make him or her most effective?

- Calm under pressure and focused on the task without losing sight of the person. Great listener and very approachable. Dependable and great to work with.
- She is an excellent listener and puts the client's needs first. She is also compassionate and understanding and fair as a manager. She is honest, straightforward, and objective and literally puts her head down and just gets the job done. She is hard-working and willing to go above and beyond what is required.
- leads, organised, assertive
- Emotional control Open and approachable Applies experience to tasks
- Jane has a broad knowledge and good experience. She has good insight and is on the whole approachable and has effective people skills
- - Takes a logical approach to problem-solving. - Offers constructive advice to employees. - Very knowledgeable in are of expertise.
- 1. Always available to discuss a client matter and provides helpful advice. 2. Very knowledgeable about all aspects of the business and Psychology as a profession, guidelines and ethics as well a people needs.
- She understands the business and knows how to handle majority of situations that may arise. She is very considerate and understanding toward her team, especially when the team is feeling pressured.

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

- Being firmer at times when dealing with manipulative people.
- She would benefit from being able to delegate tasks, particularly under times of stress, as she often takes on too much to handle at once.
- See the bigger picture and possibilities
- Able to see future consequences Increase communication with team Recognize achievements more often
- It would be more helpful to stagger new projects and changes. Communicate needs and expectations and check they are understood.
- Thinking more 'out of the box'
- At this point in time I can honestly not think of anything.
- She could delegate more work to others that can handle it, to not put to much pressure on herself.

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

- Don't sell yourself short with your skills and value you add. Your humility is both a strength and weakness.
- She is occasionally unfairly critical of herself and her abilities, especially when having to meet unreasonable demands. She is highly capable, and while self-reflection is absolutely necessary, she could be kinder to herself when evaluating more negative outcomes.
- perfect. Conduct herself like a leader
- Think about consequences of actions on team members
- A more "bigger picture" approach in certain situations may sometimes be required.
- Be open to all new experiences!
- Such a wonderful individual who always seem to have others' best interest at heart. This comes through as a manager and as a result she is respected because of this. Jane never seems to be standing in the way of others developmental needs provided it suits the need of the business. She is fair, consistent in her behavior and generally just a lovely person to work with.
- She could attend more of the training's and workshops we have at the company to help her keep up with developments in the field.