



Business Leader Assessment

Julia Peterson

02/17/26

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	5	8	63%
Direct Report	2	2	100%
Total	9	12	75%

Administration Dates: 04/26/24 - 05/06/24

The following individuals were invited to participate:

Self

- Julia Peterson

Supervisor

- Shirley Ramos

Peer

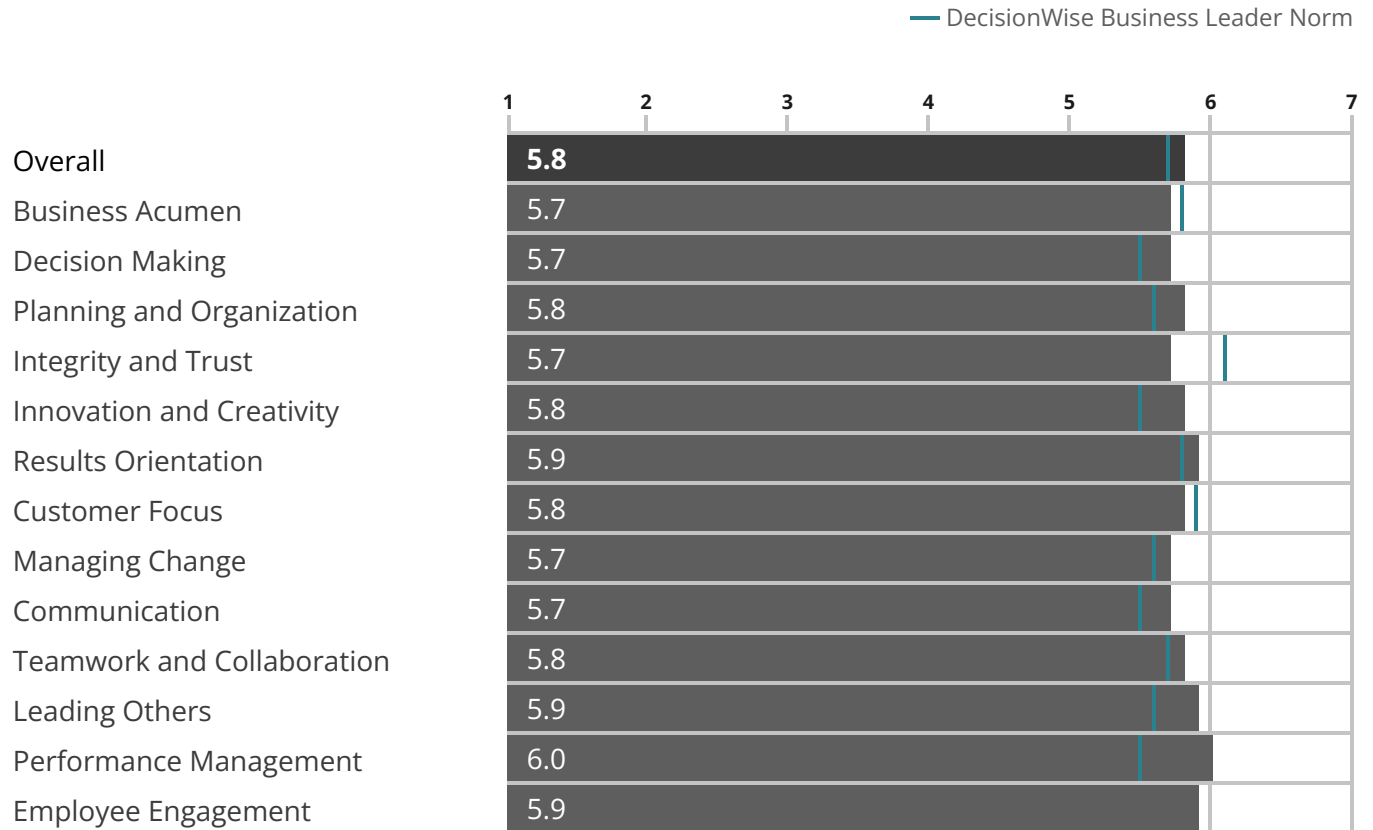
- Amy Moore
- Rebecca Cruz
- Bryan Gonzales
- Mary Cruz
- Kathryn Gomez
- Kimberly Carter
- James Wood
- Jason Ward

Direct Report

- Cheryl Bennet
- Benjamin Brooks

COMPETENCY SUMMARY

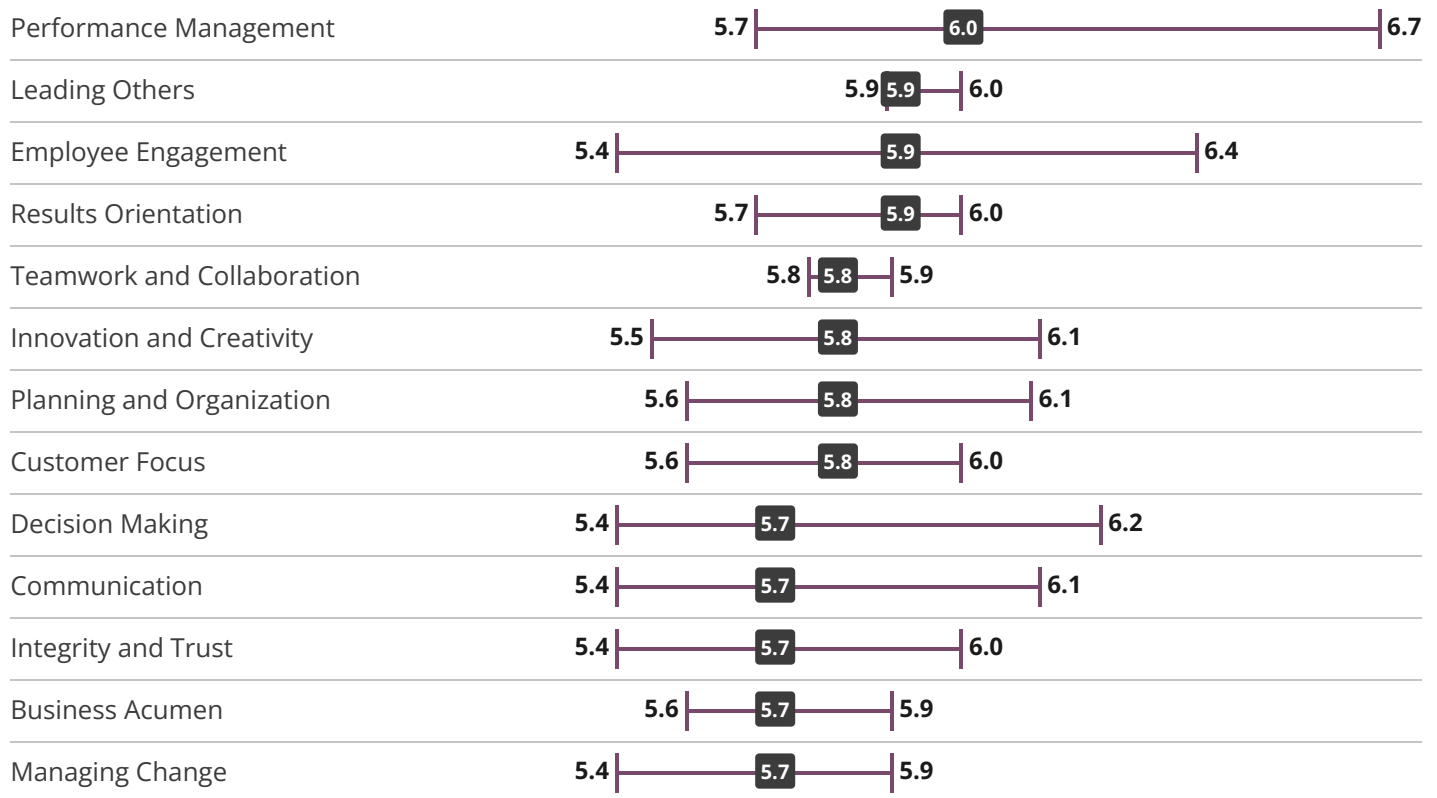
This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.



BEHAVIORAL ITEM SCALE KEY

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

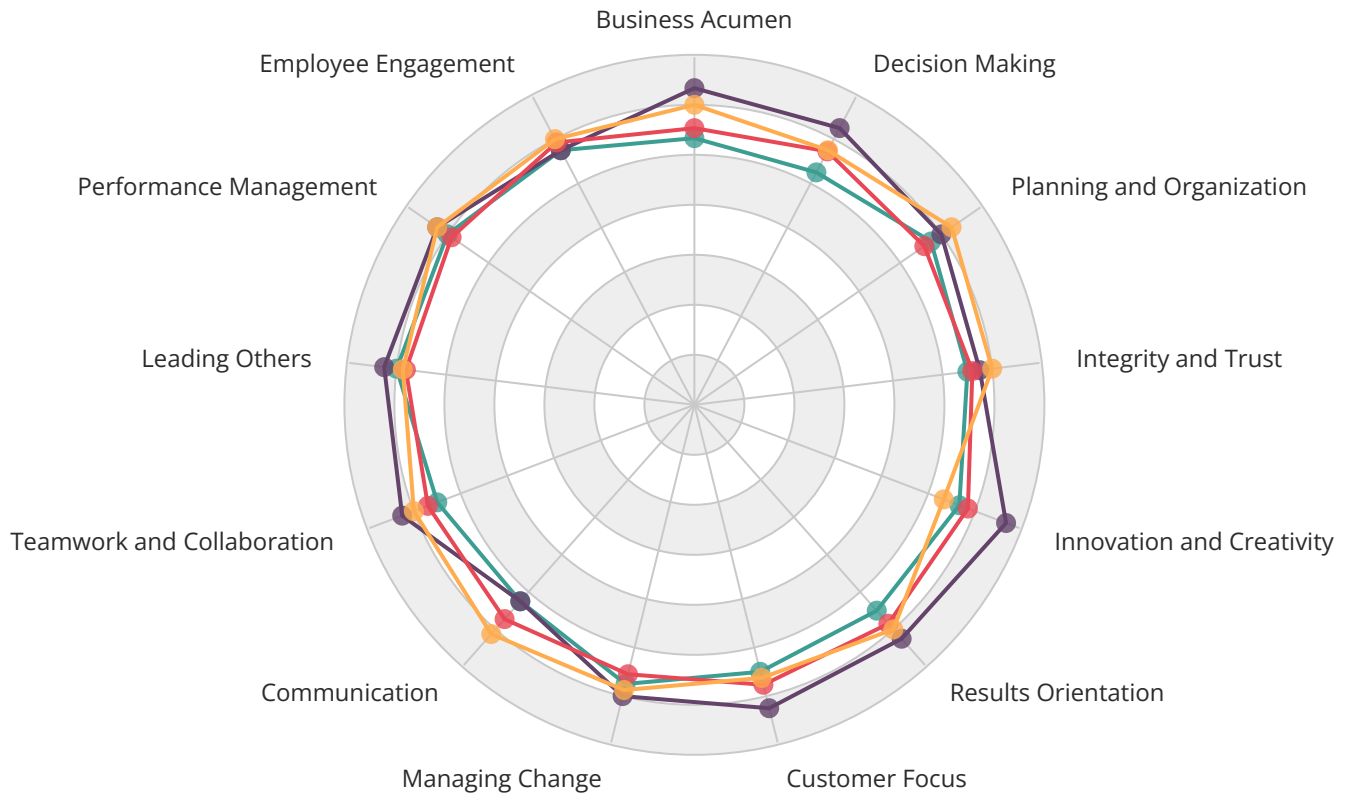
COMPETENCY SCORE DISTRIBUTION



MIN BEHAVIOR SCORE | COMPETENCY SCORE DISTRIBUTION | MAX BEHAVIOR SCORE

RADAR PLOT

The radar plot shows your competency scores by rater group compared against each other graph for easy comparison. Competencies are shown as points on the graph with the distance from the center showing the score for that competency. The scores for each rater group are linked by a line and color coded.

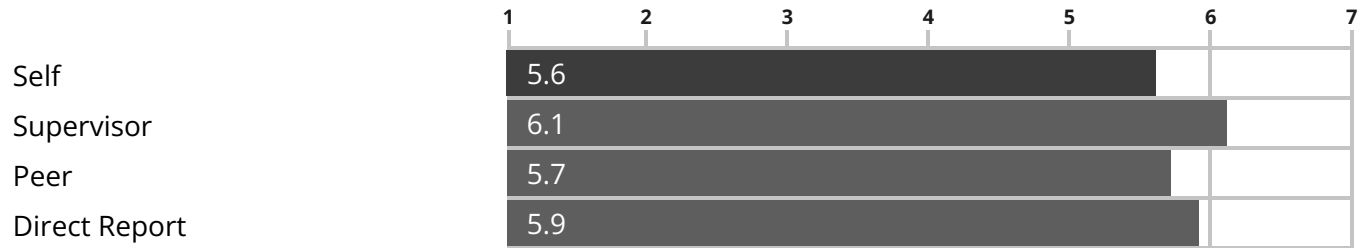


RATER GROUP KEY

- Self
- Supervisor
- Peer
- Direct Report

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

FOCUS AREAS

The Focus Areas identifies your highest and lowest scores across all items in your assessment.

YOUR HIGHEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
45. Empowers others with the resources and authority they need to succeed. Performance Management	7.0	6.6	6.7
49. Demonstrates personal drive and commitment to excel in his/her work. Employee Engagement	6.0	6.4	6.4
5. Considers multiple sources of information when making important decisions. Decision Making	6.0	6.3	6.2
17. Has good judgment about which creative ideas and suggestions will work. Innovation and Creativity	5.0	6.3	6.1
33. Shares information in a clear and concise manner. Communication	6.0	6.1	6.1

YOUR LOWEST SCORES

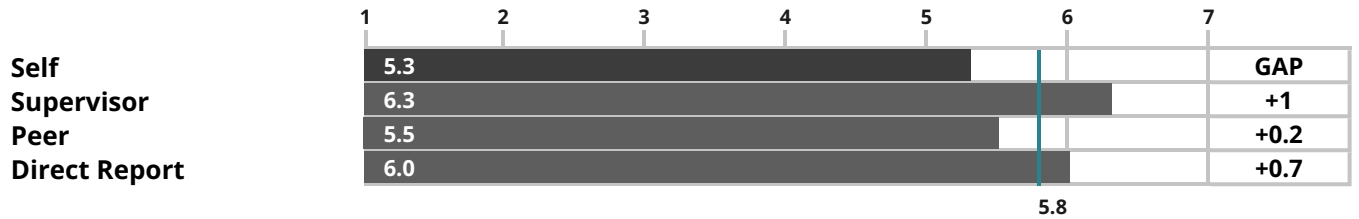
BEHAVIOR	SELF	ALL OTHERS	OVERALL
16. Identifies innovative solutions through "out-of-the-box" thinking. Innovation and Creativity			
6. Makes decisions in a timely manner. Decision Making	5.0	5.5	5.4
14. Takes responsibility for his/her own actions. Integrity and Trust	5.0	5.5	5.4
28. Accepts changes and adapts to new situations and responsibilities. Managing Change	7.0	5.3	5.4
32. Establishes effective two-way communication with others. Communication	5.0	5.5	5.4

BUSINESS ACUMEN

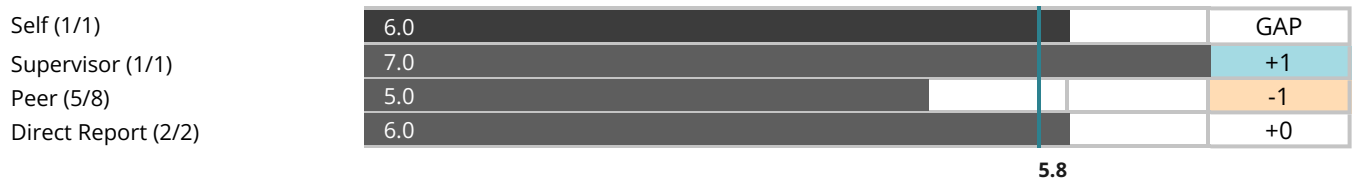
OVERALL COMPETENCY SCORE

5.7	5.3	5.8
AVERAGE	SELF	ALL OTHERS

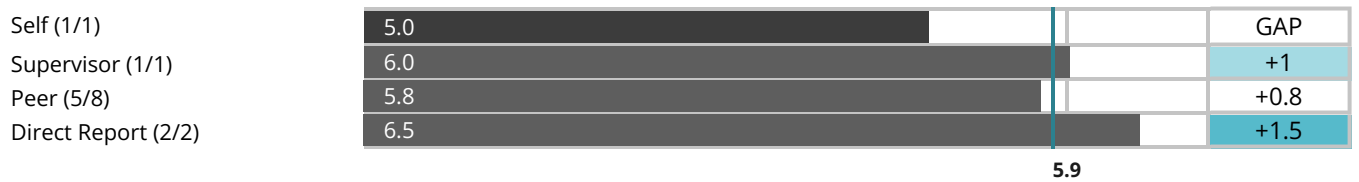
— DecisionWise Business Leader Norm



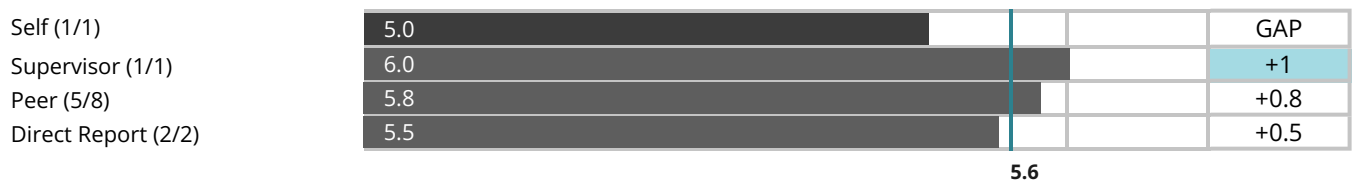
1. Demonstrates a clear understanding of the factors that impact our success as a business. 5.6



2. Is respected as a talented and knowledgeable person in his/her area of responsibility. 5.9



3. Sets clear direction that aligns his/her team with the organization's strategy. 5.7

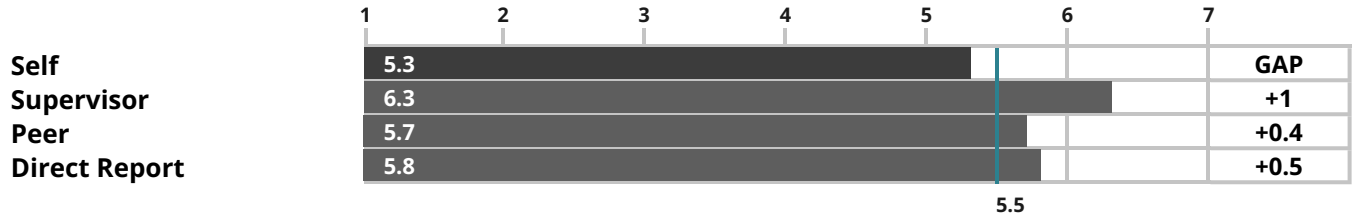


DECISION MAKING

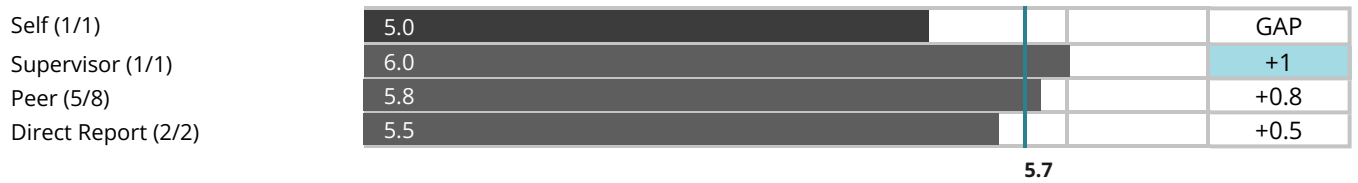
OVERALL COMPETENCY SCORE

5.7	5.3	5.8
AVERAGE	SELF	ALL OTHERS

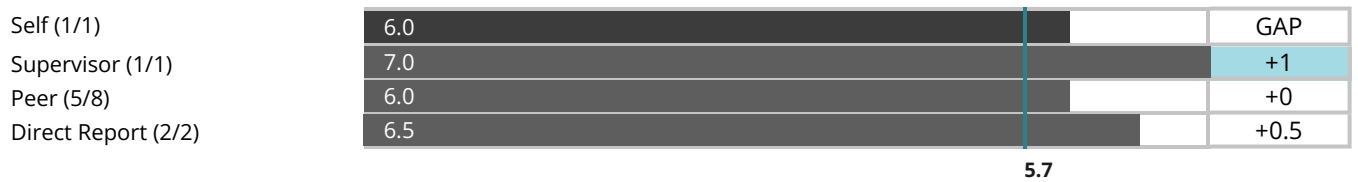
— DecisionWise Business Leader Norm



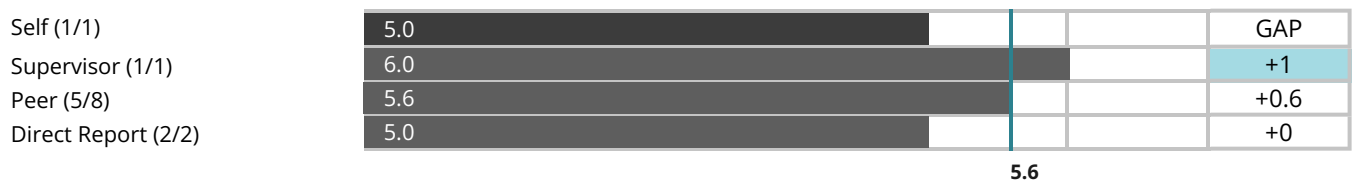
4. Makes decisions that reflect a clear understanding of what we do. 5.7



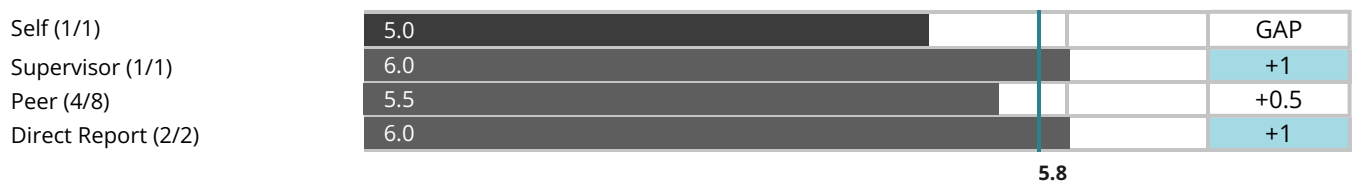
5. Considers multiple sources of information when making important decisions. 6.2



6. Makes decisions in a timely manner. 5.4



7. Demonstrates good judgment and common sense when making decisions. 5.6

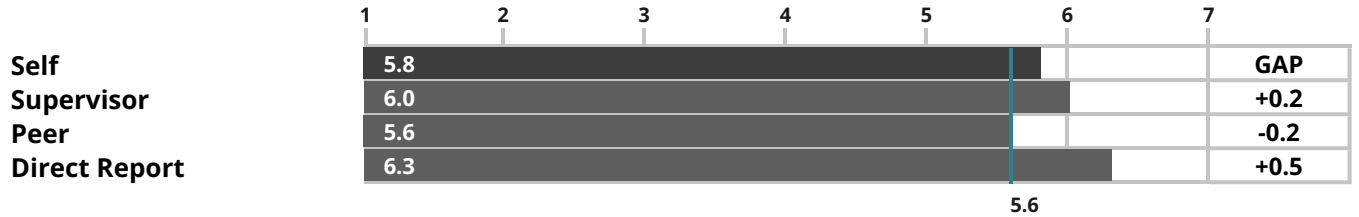


PLANNING AND ORGANIZATION

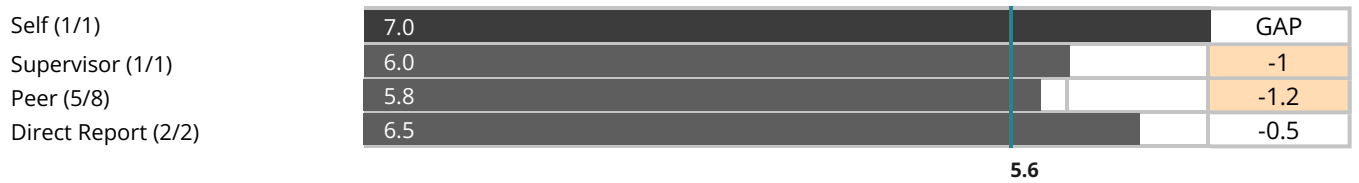
OVERALL COMPETENCY SCORE

5.8	5.8	5.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



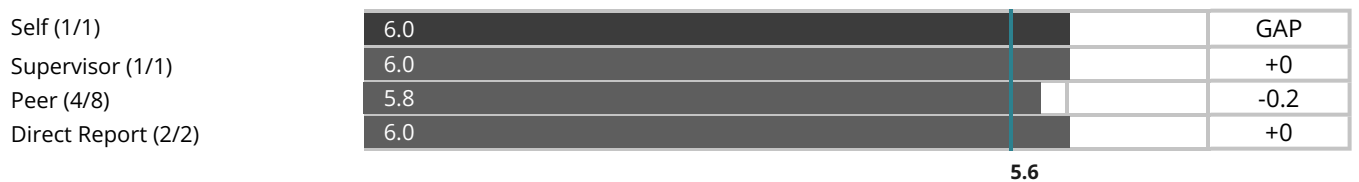
8. Creates short-term goals that fit within the long-term strategy of the organization 6.1



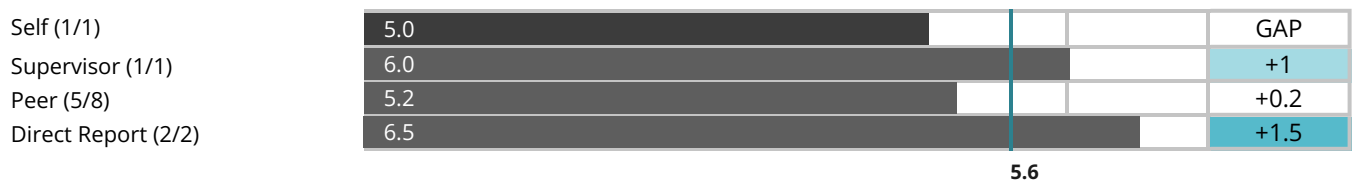
9. Breaks down larger projects into manageable tasks. 5.6



10. Uses his/her time effectively. 5.9



11. Keeps people focused on the organization's key initiatives and priorities. 5.6

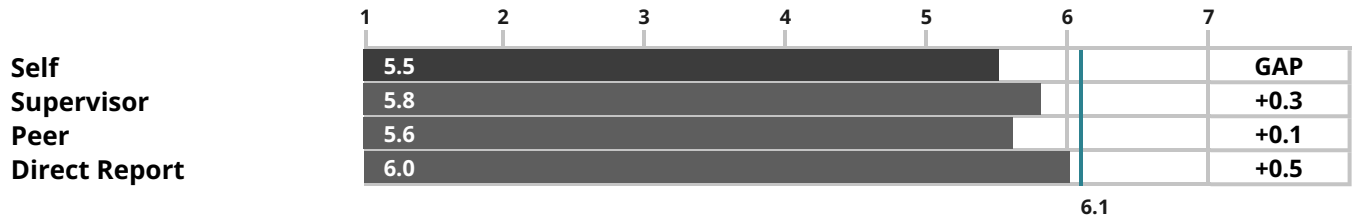


INTEGRITY AND TRUST

OVERALL COMPETENCY SCORE

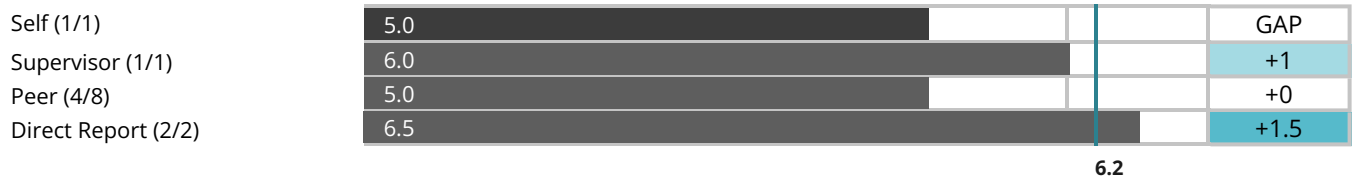
5.7	5.5	5.7
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



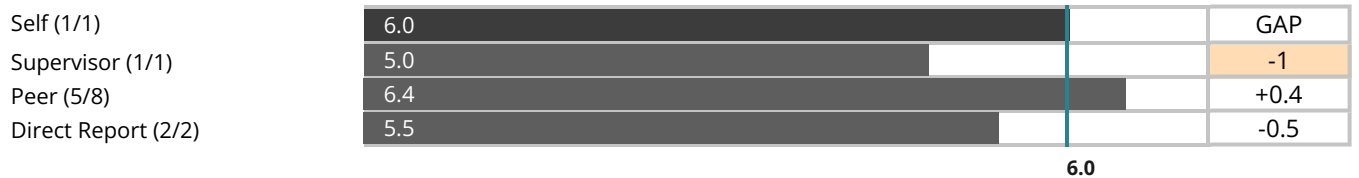
12. Is honest, ethical, and trustworthy.

5.5



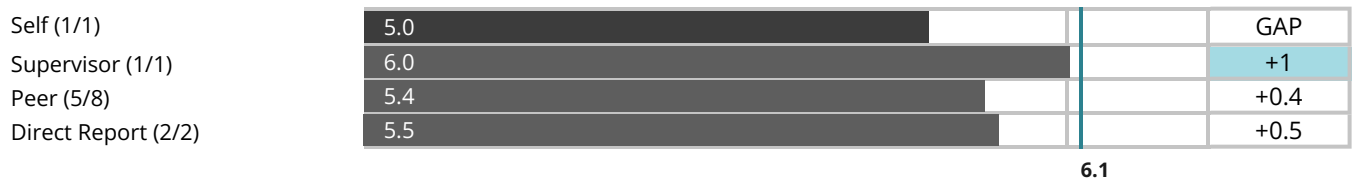
13. Can be counted on to follow through with his/her promises.

6.0



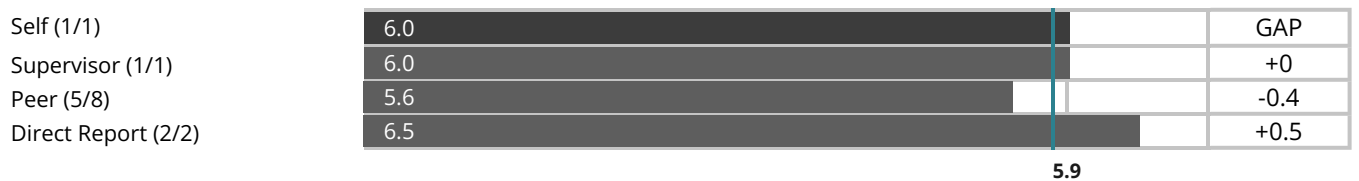
14. Takes responsibility for his/her own actions.

5.4



15. Sets a good example of the behavior he/she asks for.

5.9

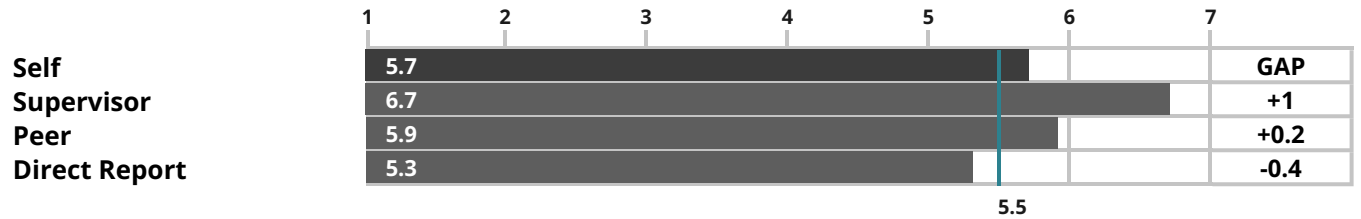


INNOVATION AND CREATIVITY

OVERALL COMPETENCY SCORE

5.8	5.7	5.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm

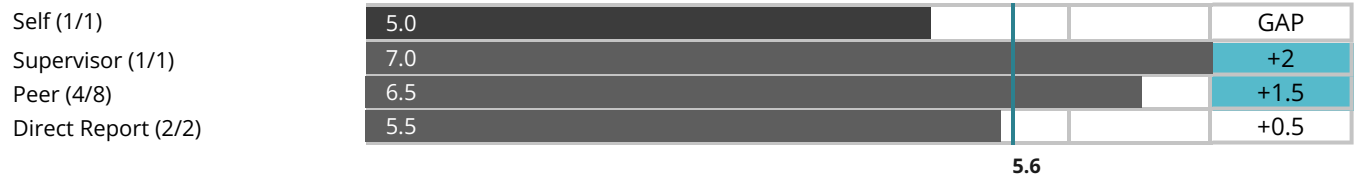


16. Identifies innovative solutions through "out-of-the-box" thinking.

5.5

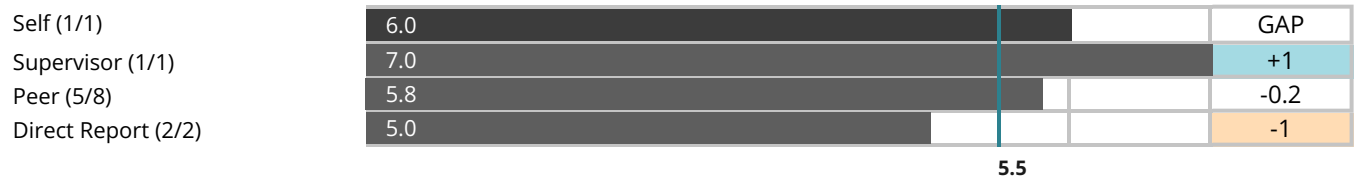
17. Has good judgment about which creative ideas and suggestions will work.

6.1



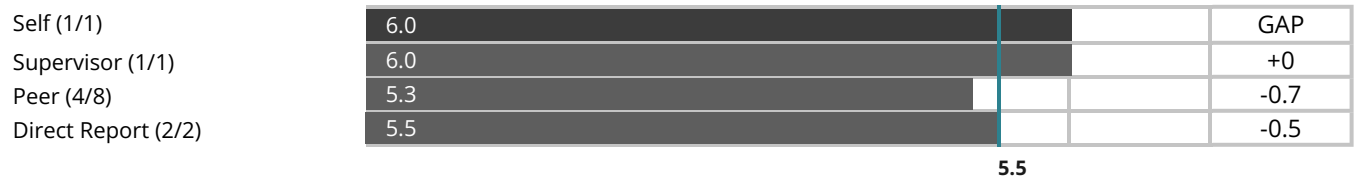
18. Turns new ideas and innovative solutions into new products and/or services.

5.8



19. Creates an environment that encourages innovation, risk taking, and challenge.

5.5

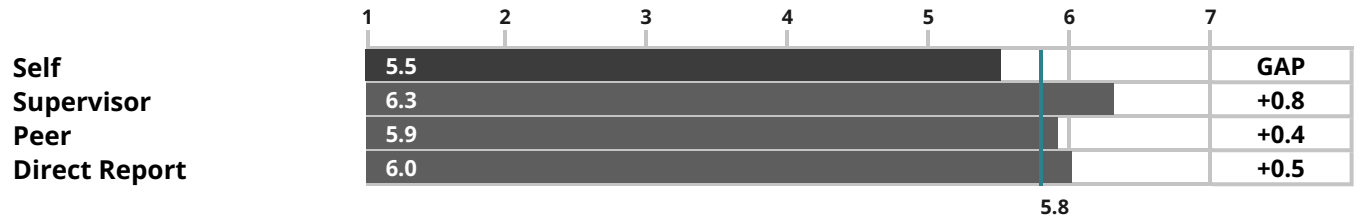


RESULTS ORIENTATION

OVERALL COMPETENCY SCORE

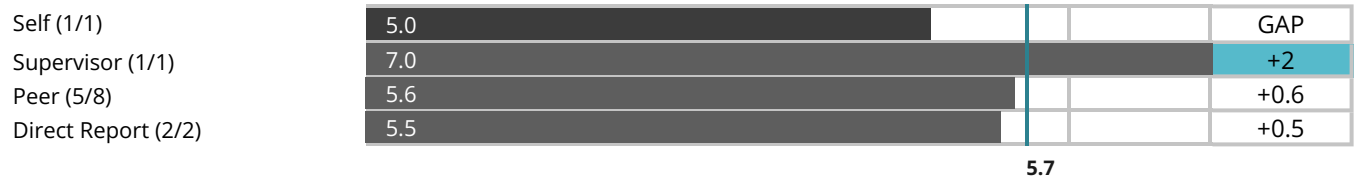
5.9	5.5	5.9
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



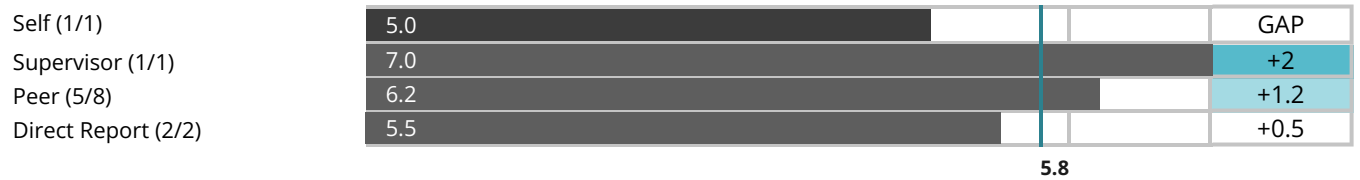
20. Delivers superior results, even in challenging situations.

5.7



21. Maintains focus and commitment despite challenges or setbacks.

6.0



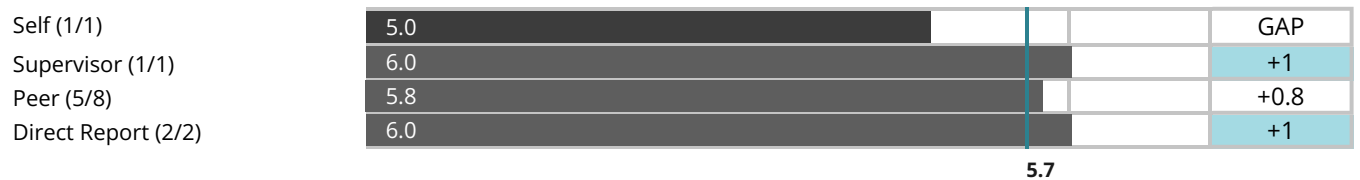
22. Sets high performance standards for his/her team.

6.0



23. Creates a sense of accountability for results within his/her team.

5.8

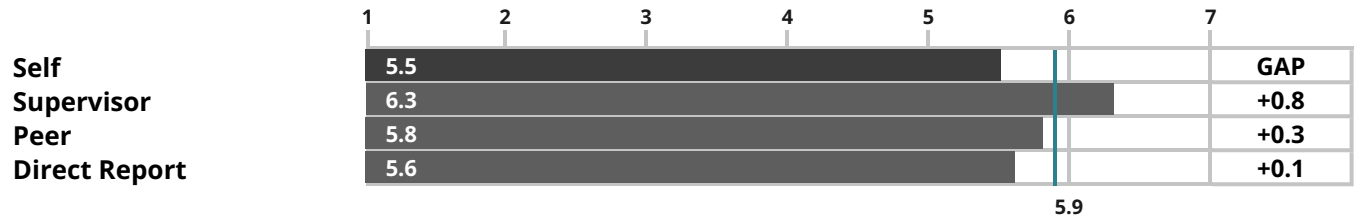


CUSTOMER FOCUS

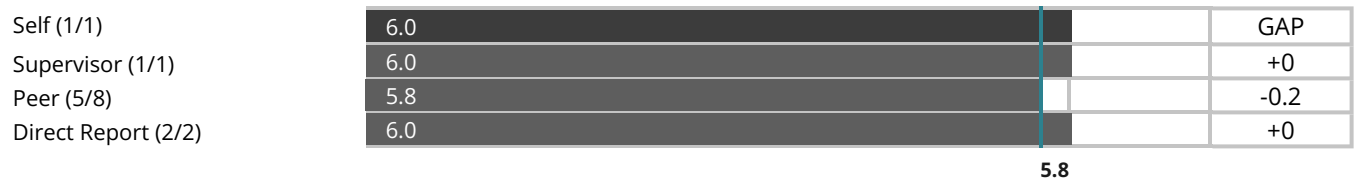
OVERALL COMPETENCY SCORE

5.8	5.5	5.8
AVERAGE	SELF	ALL OTHERS

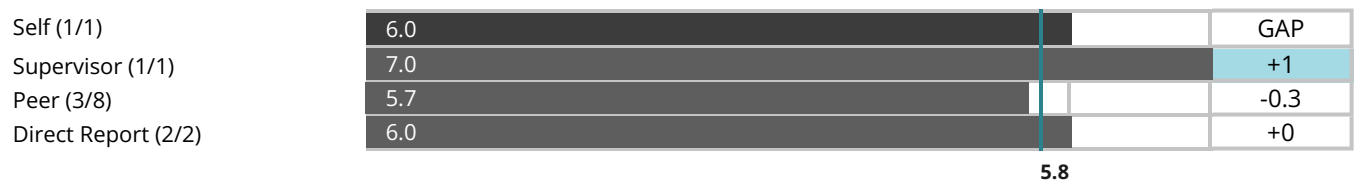
— DecisionWise Business Leader Norm



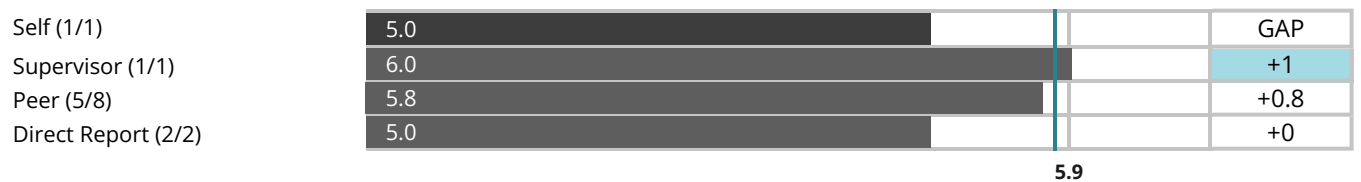
24. Builds and maintains excellent relationships with internal/external customers. 5.9



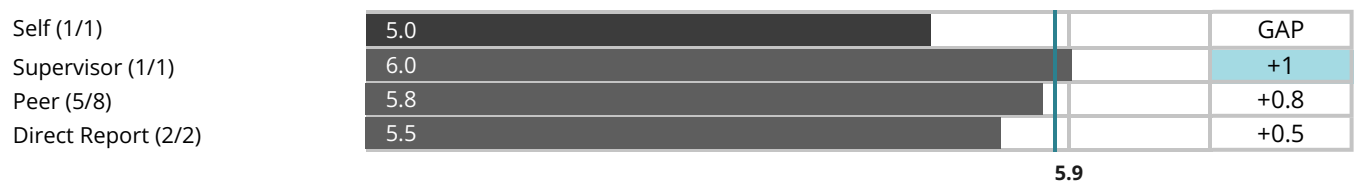
25. Finds solutions with even the most demanding customers. 6.0



26. Consistently advocates for superior quality. 5.6



27. Sets high standards of excellence for serving customers. 5.7

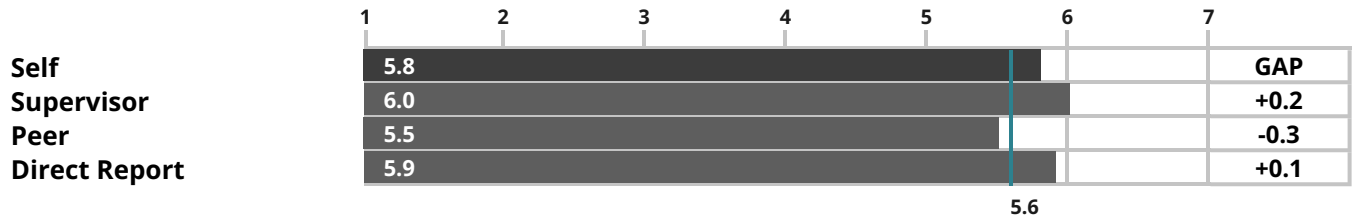


MANAGING CHANGE

OVERALL COMPETENCY SCORE

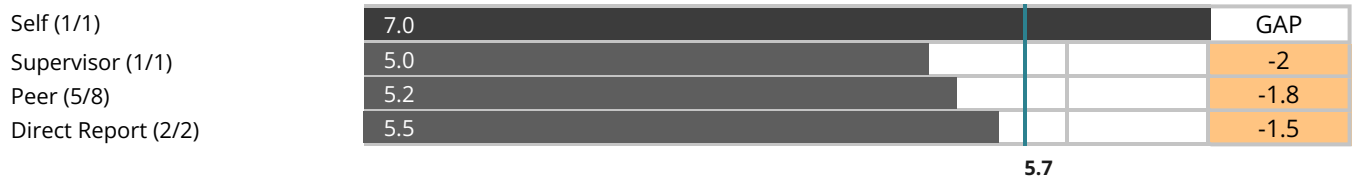
5.7	5.8	5.7
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



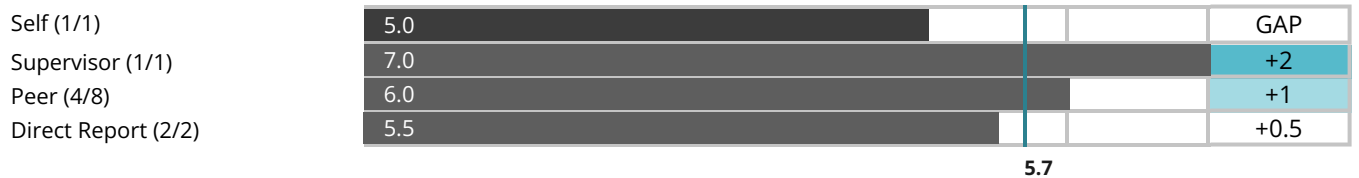
28. Accepts changes and adapts to new situations and responsibilities.

5.4



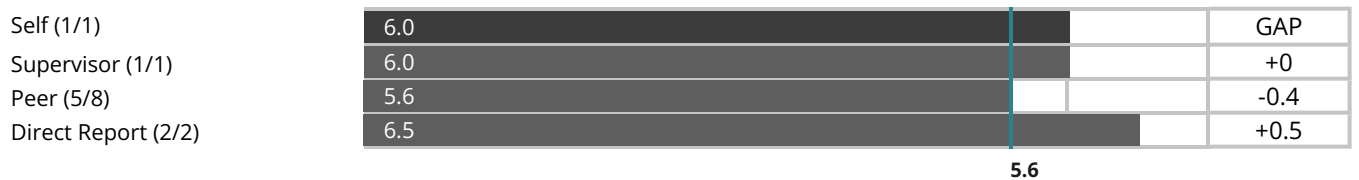
29. Adjusts priorities in order to address changing situations and conditions.

5.9



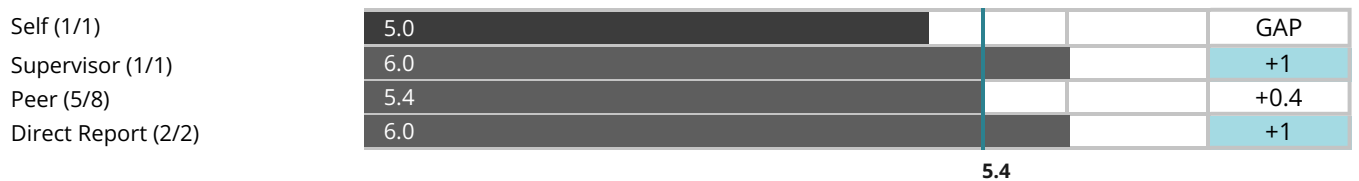
30. Effectively implements change.

5.9



31. Establishes an environment in which others embrace change.

5.6

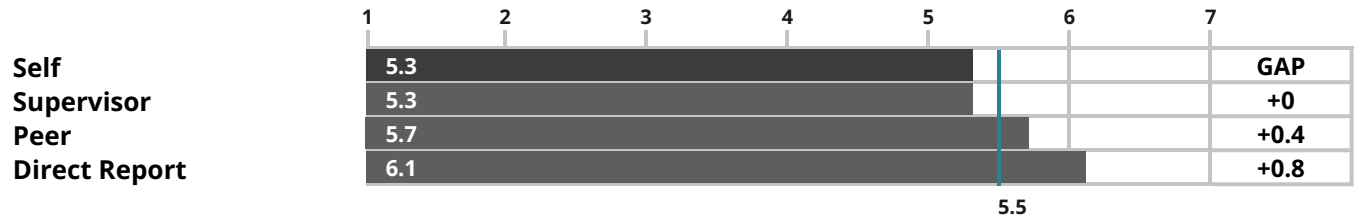


COMMUNICATION

OVERALL COMPETENCY SCORE

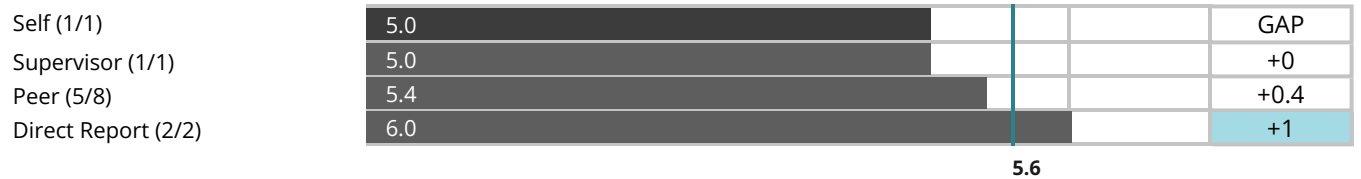
5.7	5.3	5.8
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



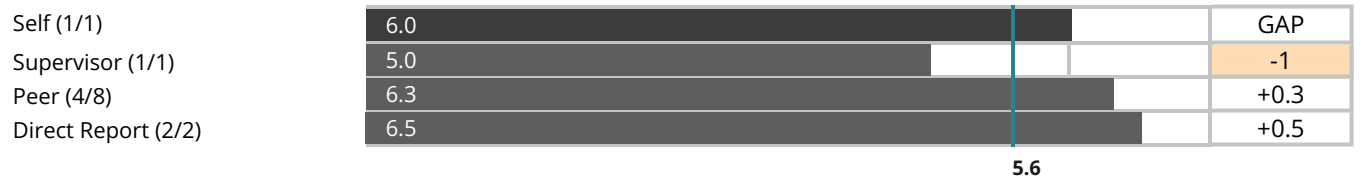
32. Establishes effective two-way communication with others.

5.4



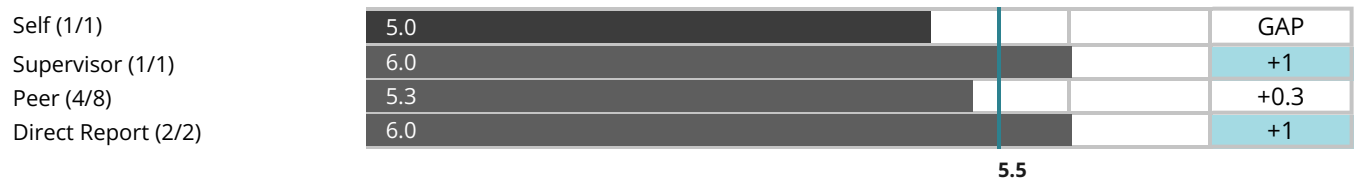
33. Shares information in a clear and concise manner.

6.1



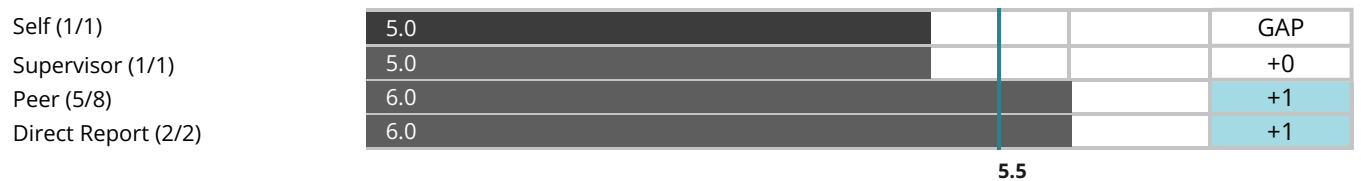
34. Is open to feedback without becoming defensive.

5.5



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

5.8

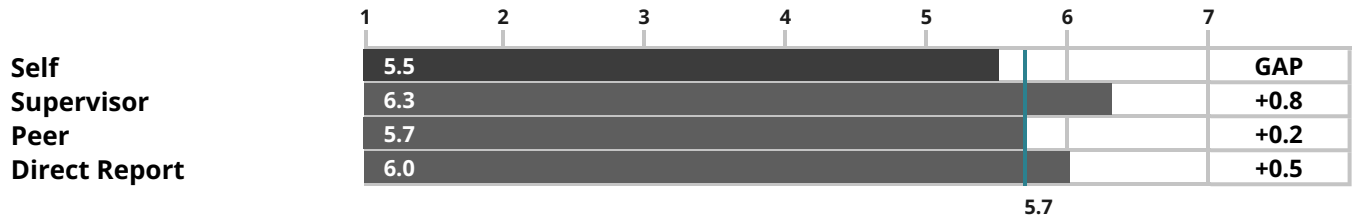


TEAMWORK AND COLLABORATION

OVERALL COMPETENCY SCORE

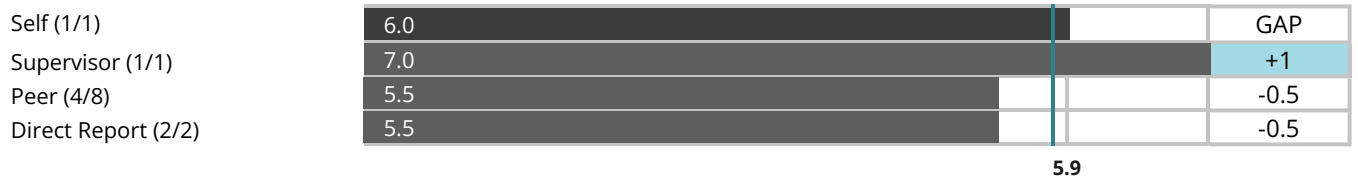
5.8	5.5	5.9
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



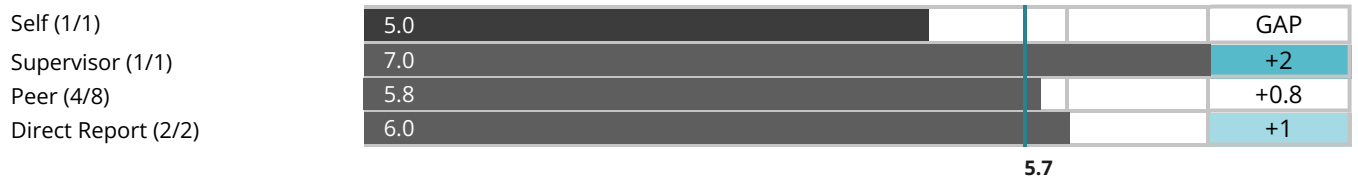
36. I can trust this person to represent my interests, even if I am not around.

5.8



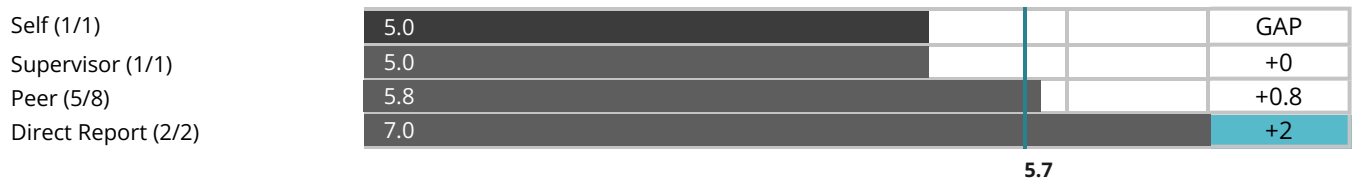
37. Looks for solutions where all parties will benefit.

5.9



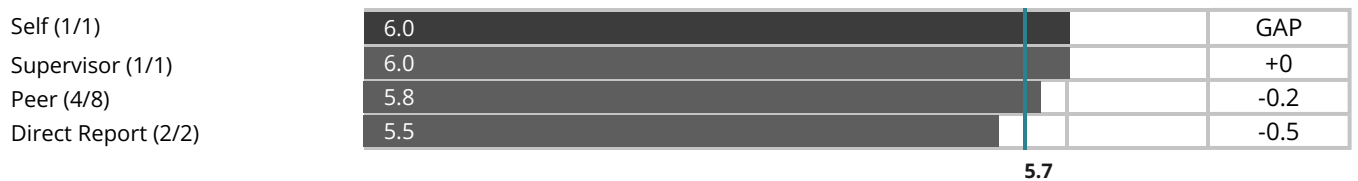
38. Creates an environment of openness and cooperation.

5.9



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

5.8

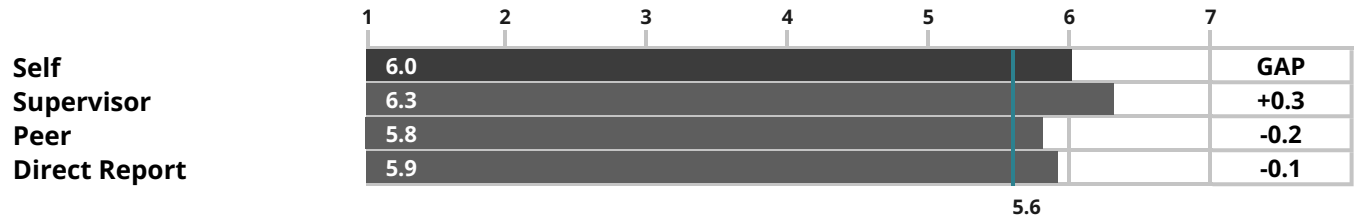


LEADING OTHERS

OVERALL COMPETENCY SCORE

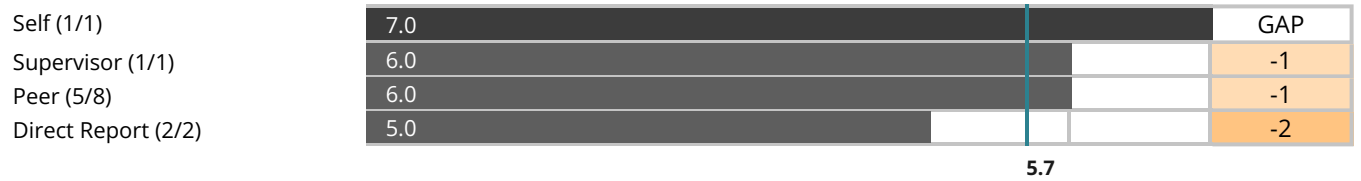
5.9	6.0	5.9
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



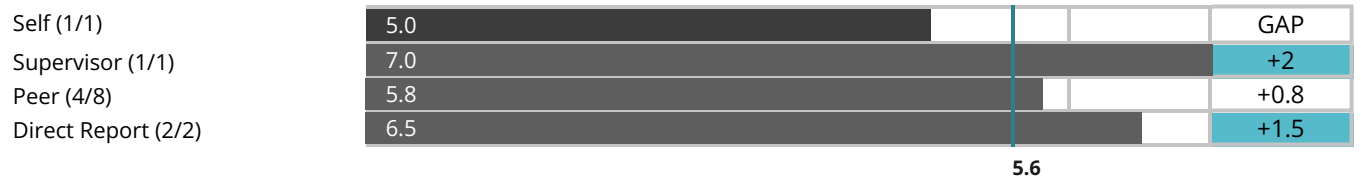
40. Builds genuine relationships with others.

5.9



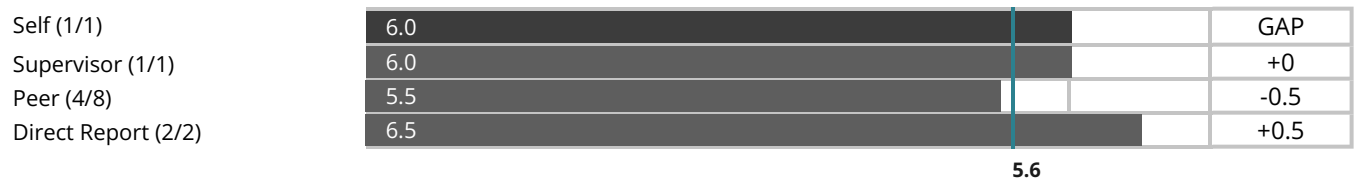
41. Fosters energy, enthusiasm, and commitment in others.

6.0



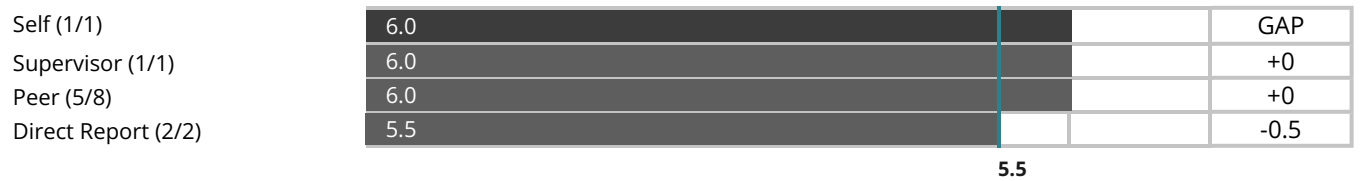
42. Provides challenging assignments and opportunities for others to grow.

5.9



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

5.9

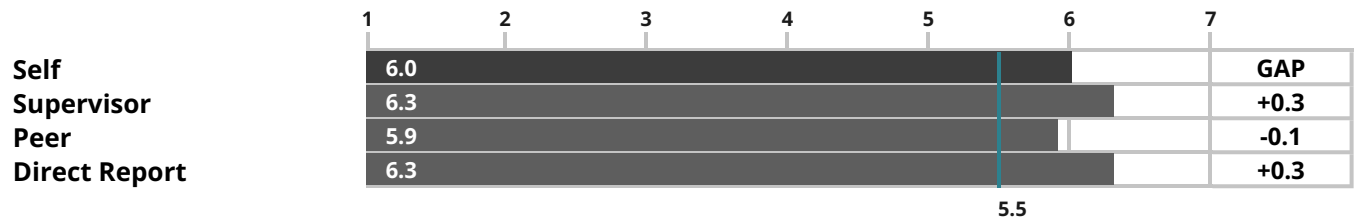


PERFORMANCE MANAGEMENT

OVERALL COMPETENCY SCORE

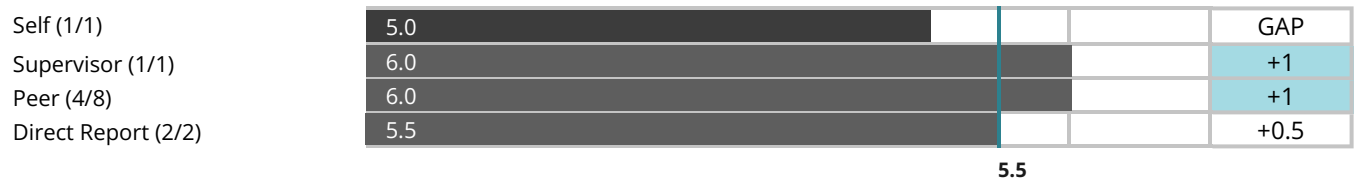
6.0	6.0	6.0
AVERAGE	SELF	ALL OTHERS

— DecisionWise Business Leader Norm



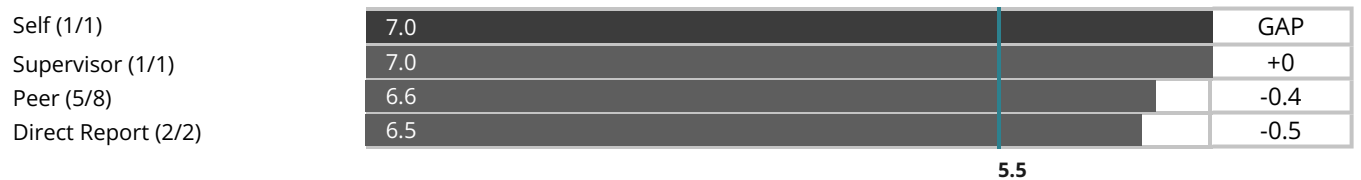
44. Delegates both routine and critical tasks or responsibilities.

5.8



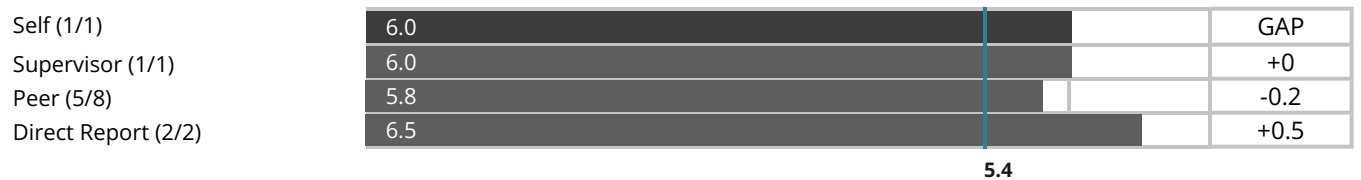
45. Empowers others with the resources and authority they need to succeed.

6.7



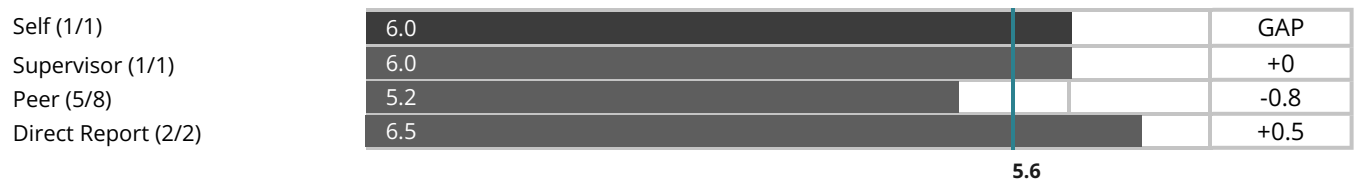
46. Takes timely corrective action for poor performance.

6.0



47. Recognizes and rewards people for excellent performance.

5.7

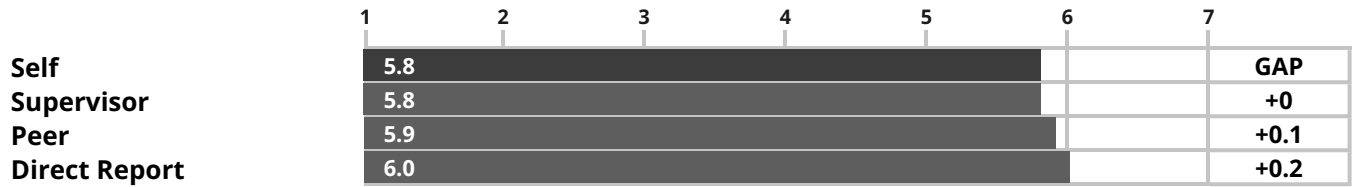


EMPLOYEE ENGAGEMENT

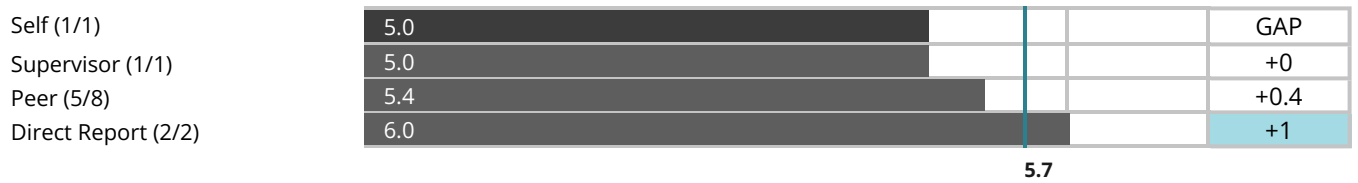
OVERALL COMPETENCY SCORE

5.9	5.8	5.9
AVERAGE	SELF	ALL OTHERS

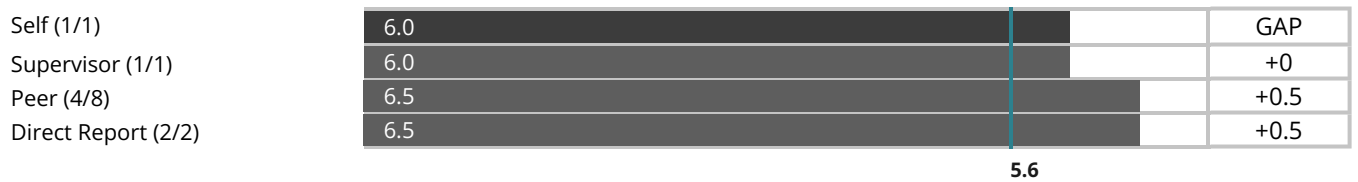
— DecisionWise Business Leader Norm



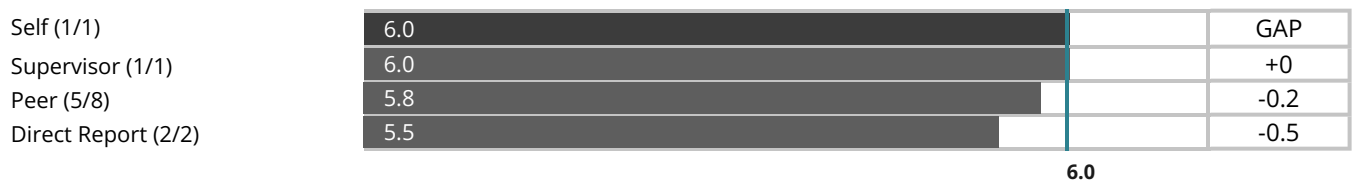
48. Shows excitement for and engagement in the work that he/she does. 5.4



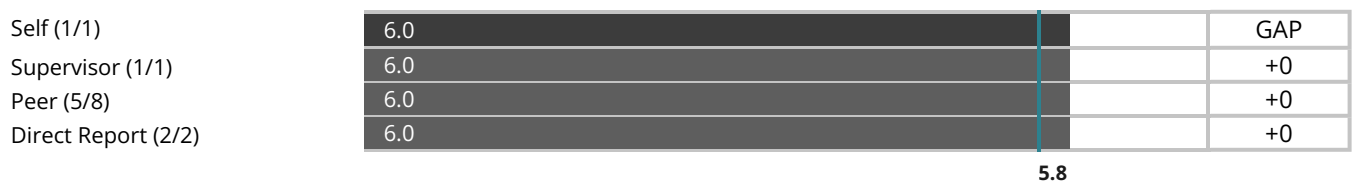
49. Demonstrates personal drive and commitment to excel in his/her work. 6.4



50. Creates a positive and energizing workplace. 5.8



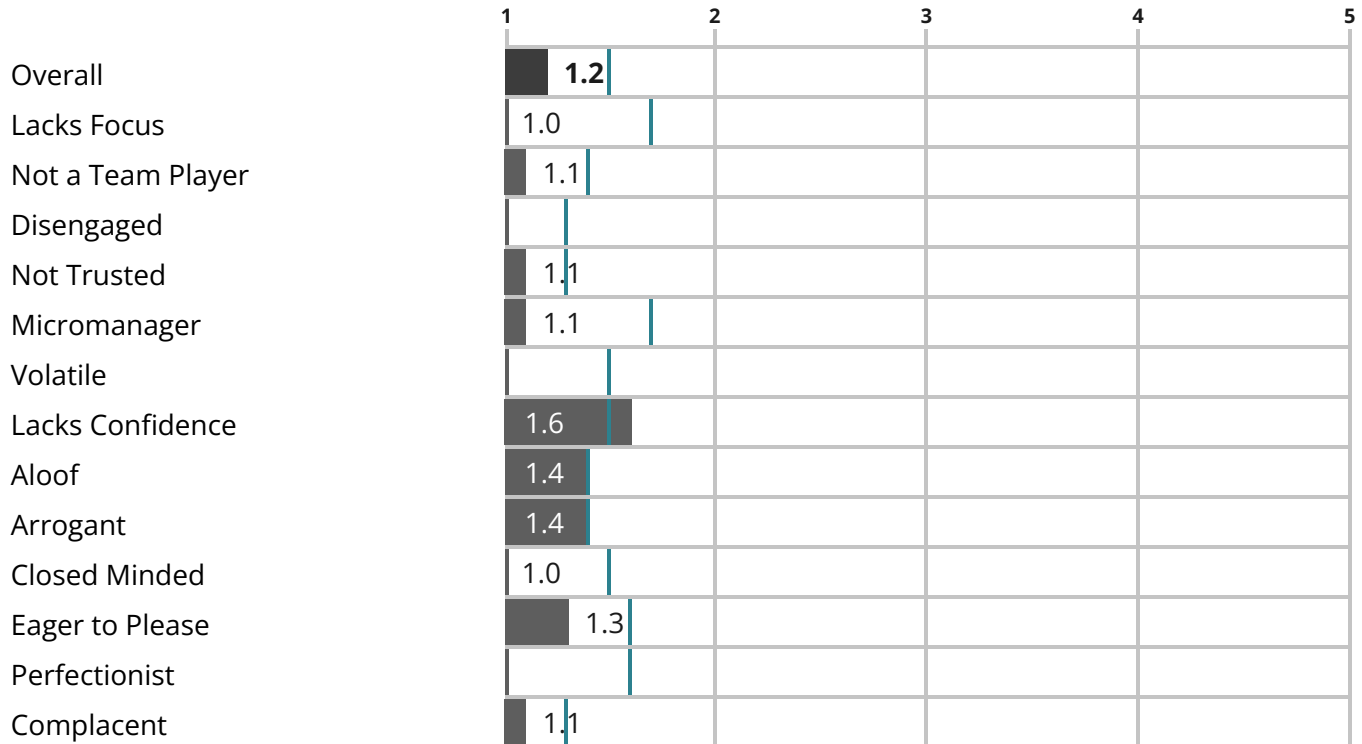
51. Creates an environment in which others want to do their best. 6.0



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.

— DecisionWise Business Leader Norm

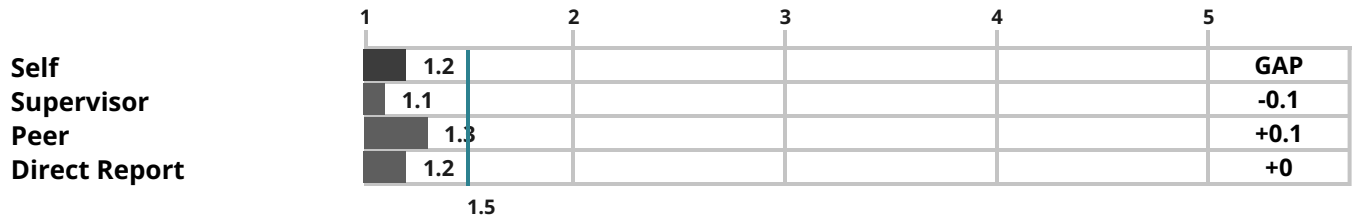


DERAILER ITEM SCALE KEY

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

DERAILERS

— DecisionWise Business Leader Norm



52. Lacks Focus: Easily distracted; shifts from task to task without getting the most critical things done.



53. Not a Team Player: Selfish; places personal agenda before the good of the team.



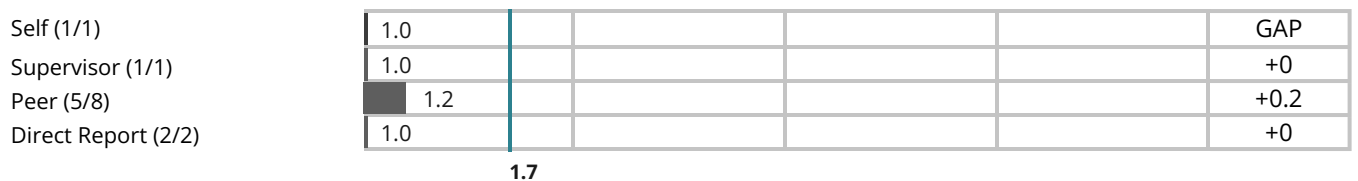
54. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."

1.3

55. Not Trusted: Violates or compromises the trust of others; has difficulty gaining the trust of others.



56. Micromanager: Overly controlling; does not empower others with the freedom and latitude to do their best work.



57. Volatile: Loses his/her temper; loses patience quickly; irritable and lacks composure.

1.5

58. Lacks Confidence: Overly concerned with making mistakes; indecisive; avoids risk.

Self (1/1)	1.0					GAP
Supervisor (1/1)	2.0					+1
Peer (5/8)	1.6					+0.6
Direct Report (2/2)	1.5					+0.5

1.5

59. Aloof: Distant, unapproachable, or isolated; viewed as indifferent to others; fails to build effective relationships.

Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					+0
Peer (5/8)	1.6					+0.6
Direct Report (2/2)	1.5					+0.5

1.4

60. Arrogant: Egotistical; displays a strong sense of entitlement.

Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					+0
Peer (5/8)	1.6					+0.6
Direct Report (2/2)	1.5					+0.5

1.4

61. Closed Minded: Is closed to new ideas; not open to critical feedback; unwilling to consider other viewpoints.

Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					+0
Peer (5/8)	1.0					+0
Direct Report (2/2)	1.0					+0

1.5

62. Eager to Please: Overly concerned with being accepted and liked; defers to other people's opinions.

Self (1/1)	3.0					GAP
Supervisor (1/1)	1.0					-2
Peer (5/8)	1.0					-2
Direct Report (2/2)	1.5					-1.5

1.6

63. Perfectionist: Fails to recognize when something is "good enough;" obsessive; uncompromising.

1.6

64. Complacent: Stagnant; avoids opportunities for personal growth or learning.

Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					+0
Peer (5/8)	1.2					+0.2
Direct Report (2/2)	1.0					+0

1.3

COMMENTS

Describe specific things this person could do to become a more effective leader.

Brittney has a tendency to let things get out of hand before addressing them. It would go a long way if Brittney was a little more willing to confront the issues on the team.

Nothing I know of - Brittney is a great leader.

Brittany could do more to set clear expectations.

Brittney is a great leader, but could do more to encourage growth in the team members.

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.

Help cultivate ideas for the future of the company. Work within the management team to push for more strategic planning with actionable items.

They are doing a great job but I feel their span of control is just too large for them to manage to the best of their abilities.

Describe this person's greatest strengths as a leader.

Brittany does a great job setting the tone for the team and works to make everyone feel heard.

Brittney encourages a high level of consistency and quality of work.

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

Consistent, hard working and honest.

Detail oriented. Willingness to take on responsibilities out side of their area for the betterment of the company. Not afraid to challenge the establishment when necessary.

Very open and approachable making problem resolution very easy.

ACTION PLANNER

IDENTIFY SIGNIFICANT GAPS

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (i.e., self, supervisor, peers, direct reports, etc.)

Based on your feedback, briefly list and describe the greatest gaps between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:

- Do people see me in a different light, depending on my working relationship with them? Why?
- Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?
- What would happen if I were to fully see myself from their point of view?

BUILD ON STRENGTHS

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others; however, you need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your strengths and talents.

A large, empty rectangular box with a thin black border, intended for the user to write their strengths and talents based on the feedback provided.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

UNDERSTAND DERAILERS

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life

Based on your feedback, list and describe potential derailers. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

- Is this area critical to my continued growth and development? Future direction? Why?
- Have I been making improvements in this area on a regular basis?

- How would my life be different if I were to significantly improve in this area?

IS THIS AREA CRITICAL TO MY CONTINUED GROWTH AND DEVELOPMENT? FUTURE DIRECTION? WHY?

Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:

Based on my feedback, my most significant derailers are:

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #1

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #2

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support