



Executive Leader Assessment

Denise Anderson

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%
Direct Report	2	2	100%
Peer	2	2	100%
Other	2	2	100%
New Rater Group	2	2	100%
New Rater Group	2	2	100%
Total	12	12	100%

Administration Dates: 02/03/26 - 02/17/26

The following individuals were invited to participate:

Self

- Denise Anderson

Supervisor

- Carl Rodriguez

Direct Report

- Amy Morris
- Joyce Harris

Peer

- Julia Hill
- Donna Collins

Other

- Henry Price
- Willie Lopez

New Rater Group

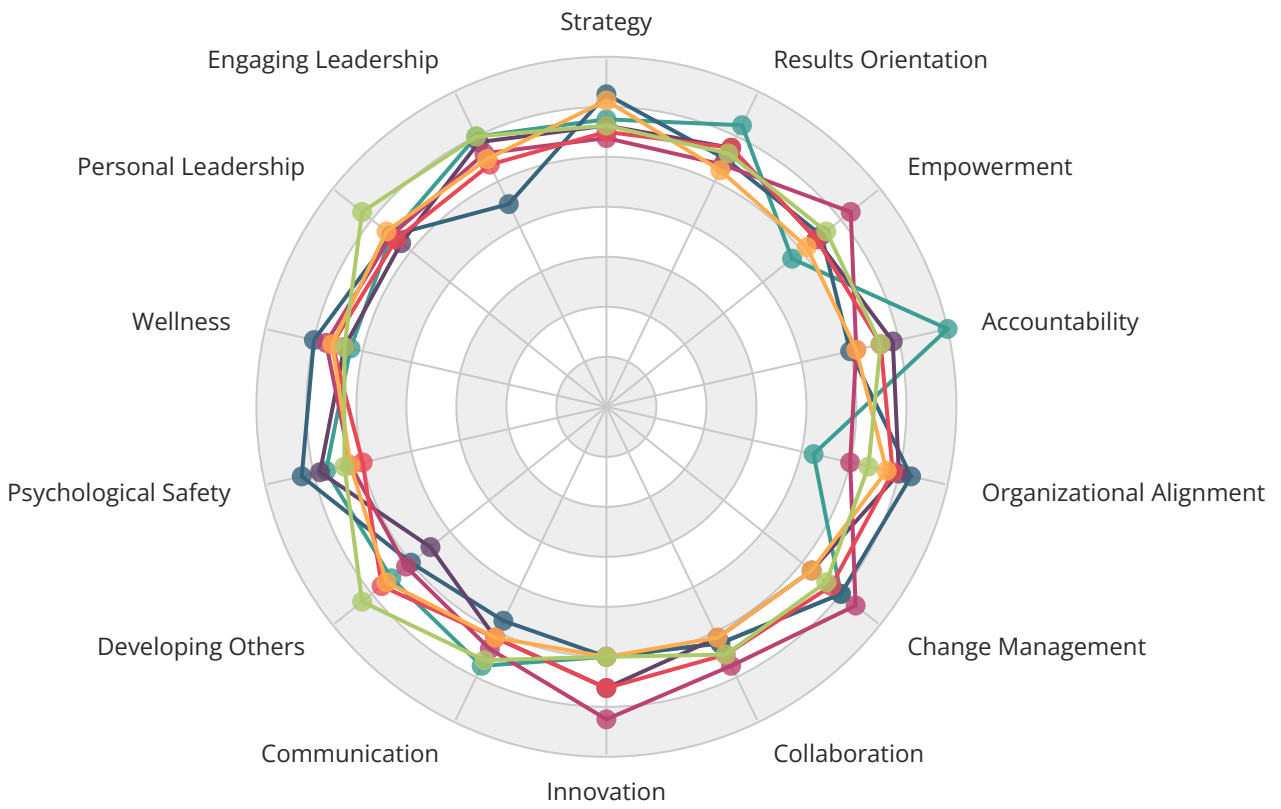
- Kimberly Brooks
- Bruce Ortiz

New Rater Group

- Louis Thompson
- Donna Castillo

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.

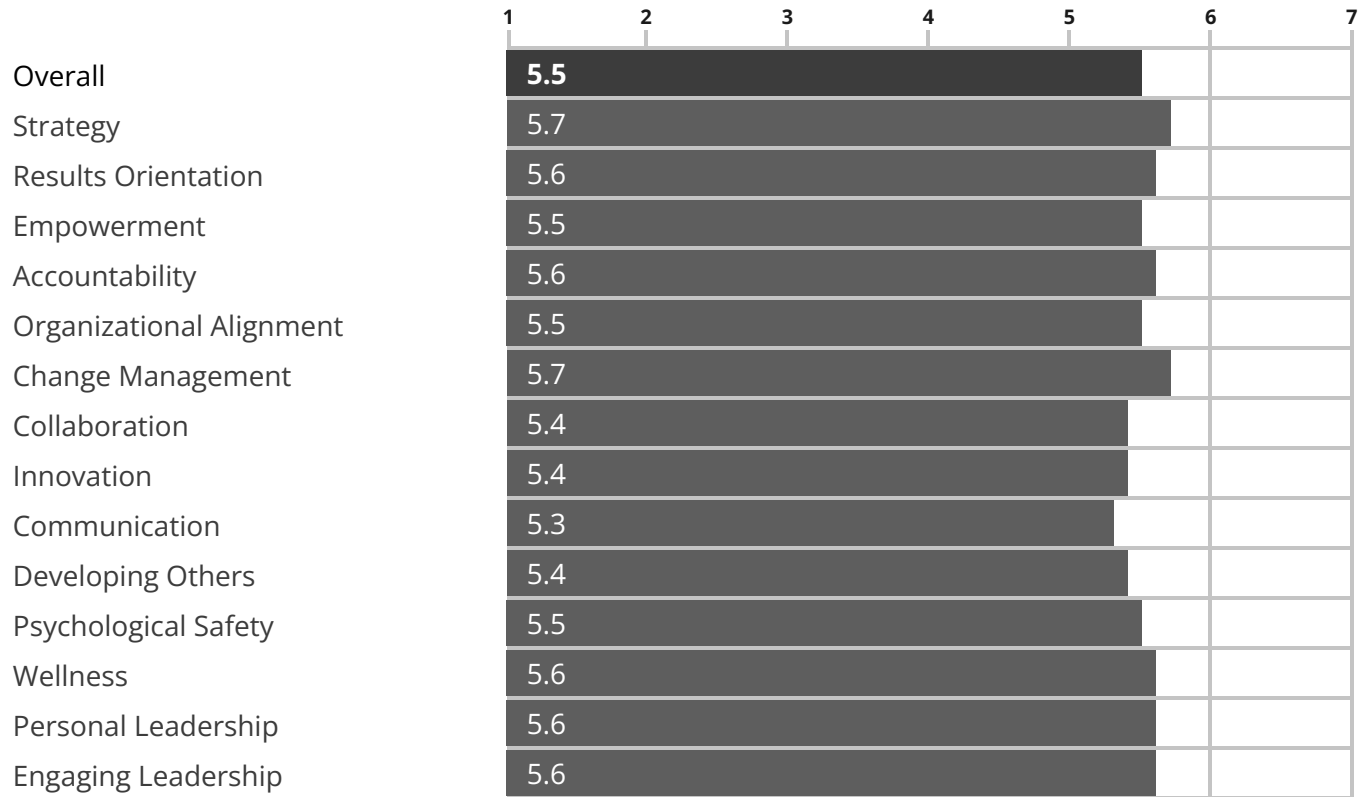


RATER GROUP KEY

- Self
- Supervisor
- Direct Report
- Peer
- Other
- New Rater Group
- New Rater Group

COMPETENCY SUMMARY

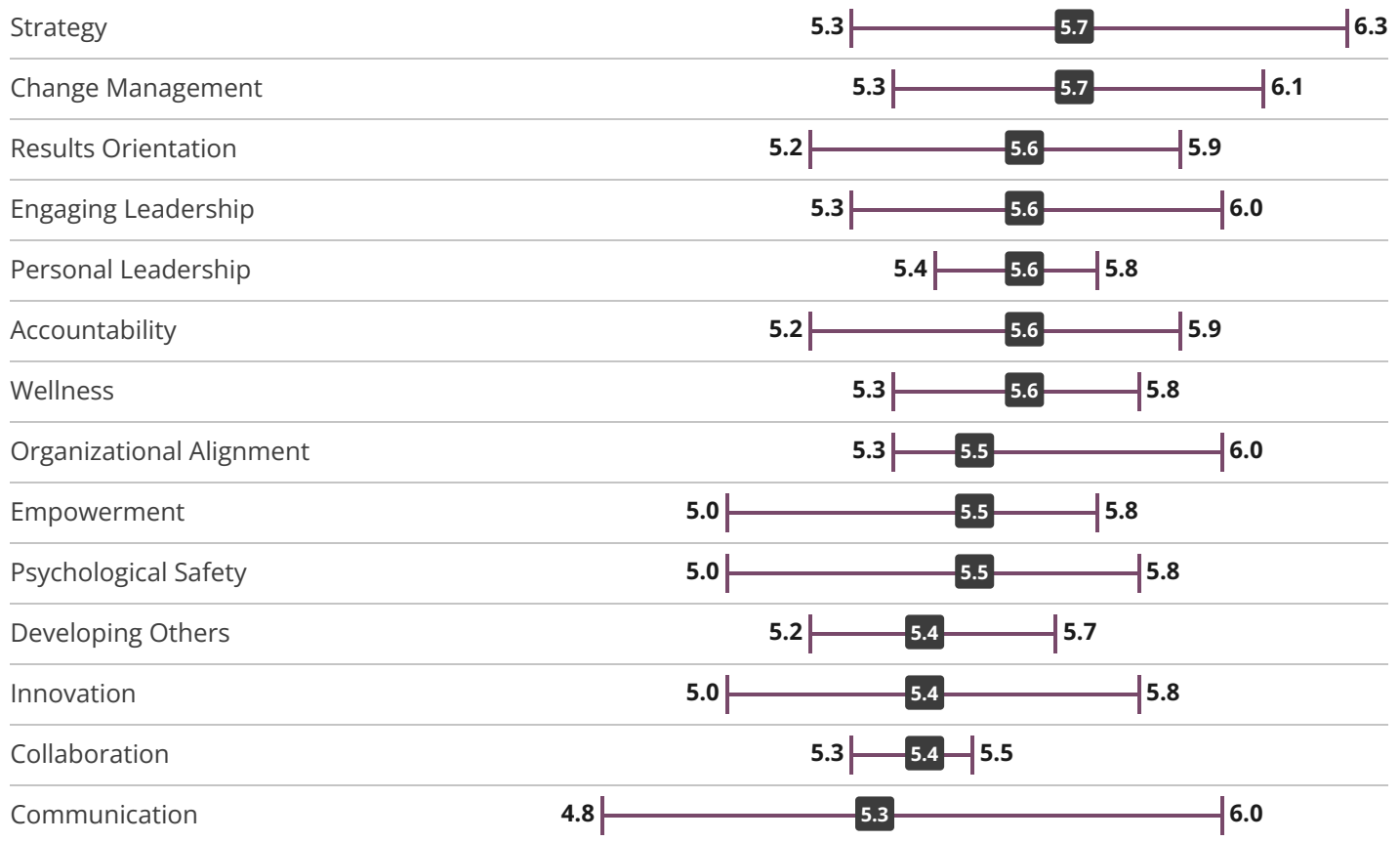
This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.



BEHAVIORAL ITEM SCALE KEY

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

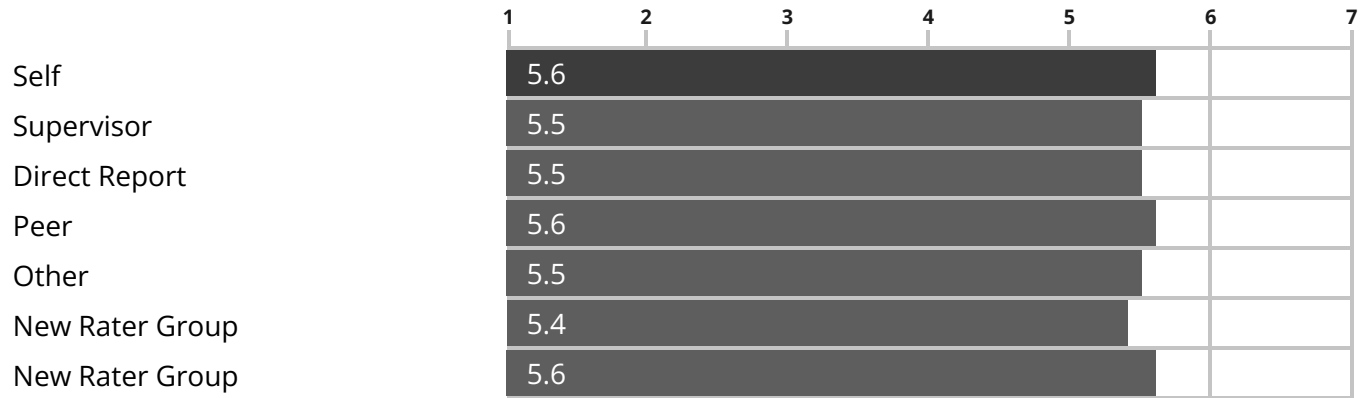
COMPETENCY SCORE DISTRIBUTION



MIN BEHAVIOR SCORE | COMPETENCY SCORE DISTRIBUTION | MAX BEHAVIOR SCORE

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
1. Stays current with the latest trends and advances in our industry or field. Strategy	6.0	6.3	6.3
22. Effectively leads change. Change Management	6.0	6.1	6.1
18. Creates short-term actions that fit within the long-term strategy of the organization Organizational Alignment	5.0	6.1	6.0
34. Consistently communicates the top priorities for the organization. Communication	7.0	5.9	6.0
56. Inspires in others a sense of purpose and mission for the work we do. Engaging Leadership	7.0	5.9	6.0

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
35. Communicates with people about where we are now and where we need to be in the future. Communication	4.0	4.8	4.8
10. Effectively delegates both routine and critical tasks or responsibilities. Empowerment	4.0	5.1	5.0
30. Has good judgment about which creative ideas and suggestions will work. Innovation	4.0	5.1	5.0
36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what." Communication	5.0	5.0	5.0
42. Actively listens to the feedback and suggestions of employees. Psychological Safety	6.0	4.9	5.0

STRATEGY

OVERALL COMPETENCY SCORE

5.7	5.8	5.7
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7		
Self	5.8								GAP
Supervisor	6.3								+0.5
Direct Report	5.6								-0.2
Peer	5.4								-0.4
Other	5.5								-0.3
New Rater Group	6.1								+0.3
New Rater Group	5.6								-0.2

1. Stays current with the latest trends and advances in our industry or field.

6.3

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

2. Demonstrates a thorough understanding of our organization's market position and capabilities.

5.3

Self (1/1)	6.0								GAP
Supervisor (1/1)	7.0								+1
Direct Report (2/2)	5.5								-0.5
Peer (2/2)	4.0								-2
Other (2/2)	6.0								+0
New Rater Group (2/2)	4.5								-1.5
New Rater Group (2/2)	5.0								-1

3. Anticipates key economic, political, and social changes affecting our organization.

5.4

Self (1/1)	7.0								GAP
Supervisor (1/1)	5.0								-2
Direct Report (2/2)	4.5								-2.5
Peer (2/2)	5.5								-1.5
Other (2/2)	5.0								-2
New Rater Group (2/2)	6.5								-0.5
New Rater Group (2/2)	5.0								-2

4. Creates a realistic and compelling picture of the organization's future.

5.9

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

RESULTS ORIENTATION

OVERALL COMPETENCY SCORE

5.6	6.3	5.5
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	6.3							GAP
Supervisor	5.5							-0.8
Direct Report	5.8							-0.5
Peer	5.4							-0.9
Other	5.8							-0.5
New Rater Group	5.3							-1
New Rater Group	5.6							-0.7

5. Cuts through distractions and "noise" in order to achieve results.

5.5

Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3
Direct Report (2/2)	7.0							+3
Peer (2/2)	5.0							+1
Other (2/2)	5.5							+1.5
New Rater Group (2/2)	4.5							+0.5
New Rater Group (2/2)	5.5							+1.5

6. Willingly makes the tough decisions.

5.9

Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3
Direct Report (2/2)	5.5							-1.5
Peer (2/2)	5.5							-1.5
Other (2/2)	6.5							-0.5
New Rater Group (2/2)	6.5							-0.5
New Rater Group (2/2)	6.0							-1

7. Creates a sense of accountability for performance within his/her organization.

5.2

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

8. Delivers solid results, even in challenging situations.

5.8

Self (1/1)	7.0				GAP
Supervisor (1/1)	5.0				-2
Direct Report (2/2)	6.5				-0.5
Peer (2/2)	6.0				-1
Other (2/2)	6.0				-1
New Rater Group (2/2)	6.0				-1
New Rater Group (2/2)	4.5				-2.5

EMPOWERMENT

OVERALL COMPETENCY SCORE

5.5	4.8	5.5
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	4.8							GAP
Supervisor	5.5							+0.7
Direct Report	5.4							+0.6
Peer	6.3							+1.5
Other	5.4							+0.6
New Rater Group	5.1							+0.3
New Rater Group	5.6							+0.8

9. Seeks the input of team members when making important decisions.

5.8

Self (1/1)	4.0							GAP
Supervisor (1/1)	4.0							+0
Direct Report (2/2)	5.5							+1.5
Peer (2/2)	6.0							+2
Other (2/2)	6.5							+2.5
New Rater Group (2/2)	6.0							+2
New Rater Group (2/2)	6.5							+2.5

10. Effectively delegates both routine and critical tasks or responsibilities.

5.0

Self (1/1)	4.0							GAP
Supervisor (1/1)	5.0							+1
Direct Report (2/2)	5.0							+1
Peer (2/2)	6.5							+2.5
Other (2/2)	4.5							+0.5
New Rater Group (2/2)	5.0							+1
New Rater Group (2/2)	4.5							+0.5

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

5.6

Self (1/1)	6.0							GAP
Supervisor (1/1)	7.0							+1
Direct Report (2/2)	5.5							-0.5
Peer (2/2)	6.5							+0.5
Other (2/2)	4.5							-1.5
New Rater Group (2/2)	5.0							-1
New Rater Group (2/2)	5.5							-0.5

12. Trusts team members to perform their jobs well.

5.6

Self (1/1)	5.0			GAP
Supervisor (1/1)	6.0			+1
Direct Report (2/2)	5.5			+0.5
Peer (2/2)	6.0			+1
Other (2/2)	6.0			+1
New Rater Group (2/2)	4.5			-0.5
New Rater Group (2/2)	6.0			+1

ACCOUNTABILITY

OVERALL COMPETENCY SCORE

5.6	7.0	5.4
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	7.0							GAP
Supervisor	5.0							-2
Direct Report	5.9							-1.1
Peer	5.1							-1.9
Other	5.6							-1.4
New Rater Group	5.1							-1.9
New Rater Group	5.6							-1.4

13. Takes responsibility for his/her own actions and results.

5.2

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Direct Report (2/2)	6.0							-1
Peer (2/2)	4.5							-2.5
Other (2/2)	5.5							-1.5
New Rater Group (2/2)	4.0							-3
New Rater Group (2/2)	5.0							-2

14. Holds others accountable for delivering results.

5.9

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Direct Report (2/2)	5.5							-1.5
Peer (2/2)	5.0							-2
Other (2/2)	6.0							-1
New Rater Group (2/2)	7.0							+0
New Rater Group (2/2)	6.0							-1

15. Provides candid, open, and honest feedback to others.

5.4

Self (1/1)	7.0							GAP
Supervisor (1/1)	6.0							-1
Direct Report (2/2)	6.5							-0.5
Peer (2/2)	5.0							-2
Other (2/2)	5.5							-1.5
New Rater Group (2/2)	4.5							-2.5
New Rater Group (2/2)	4.5							-2.5

16. Recognizes and rewards people for their performance.

5.8

Self (1/1)	7.0				GAP
Supervisor (1/1)	4.0				-3
Direct Report (2/2)	5.5				-1.5
Peer (2/2)	6.0				-1
Other (2/2)	5.5				-1.5
New Rater Group (2/2)	5.0				-2
New Rater Group (2/2)	7.0				+0

ORGANIZATIONAL ALIGNMENT

OVERALL COMPETENCY SCORE

5.5	4.3	5.7
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	4.3							GAP
Supervisor	6.3							+2
Direct Report	6.0							+1.7
Peer	5.0							+0.7
Other	5.9							+1.6
New Rater Group	5.8							+1.5
New Rater Group	5.4							+1.1

17. Ensures that our organization's direction is aligned with what will make us most successful.

5.5

Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3
Direct Report (2/2)	7.0							+3
Peer (2/2)	5.0							+1
Other (2/2)	7.0							+3
New Rater Group (2/2)	4.5							+0.5
New Rater Group (2/2)	4.0							+0

18. Creates short-term actions that fit within the long-term strategy of the organization

6.0

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1
Direct Report (2/2)	6.0							+1
Peer (2/2)	6.0							+1
Other (2/2)	6.5							+1.5
New Rater Group (2/2)	5.5							+0.5
New Rater Group (2/2)	6.5							+1.5

19. Allocates sufficient resources in order to meet business needs.

5.3

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

20. Helps others align their personal goals with the work they do.

5.3

Self (1/1)	4.0				GAP
Supervisor (1/1)	7.0				+3
Direct Report (2/2)	5.5				+1.5
Peer (2/2)	4.0				+0
Other (2/2)	5.0				+1
New Rater Group (2/2)	6.0				+2
New Rater Group (2/2)	6.0				+2

CHANGE MANAGEMENT

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	6.0								+0
Direct Report	5.3								-0.7
Peer	6.4								+0.4
Other	5.8								-0.2
New Rater Group	5.3								-0.7
New Rater Group	5.6								-0.4

21. Adjusts the organization's priorities in order to address changing situations and conditions.

5.8

Self (1/1)	7.0								GAP
Supervisor (1/1)	5.0								-2
Direct Report (2/2)	5.0								-2
Peer (2/2)	6.5								-0.5
Other (2/2)	6.5								-0.5
New Rater Group (2/2)	4.5								-2.5
New Rater Group (2/2)	6.0								-1

22. Effectively leads change.

6.1

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

23. Establishes an environment in which others embrace change.

5.7

Self (1/1)	4.0								GAP
Supervisor (1/1)	7.0								+3
Direct Report (2/2)	5.0								+1
Peer (2/2)	7.0								+3
Other (2/2)	5.0								+1
New Rater Group (2/2)	5.5								+1.5
New Rater Group (2/2)	6.0								+2

24. Effectively uses the formal and informal influence of key people in making change happen.

5.3

Self (1/1)	7.0				GAP
Supervisor (1/1)	5.0				-2
Direct Report (2/2)	5.5				-1.5
Peer (2/2)	5.5				-1.5
Other (2/2)	5.5				-1.5
New Rater Group (2/2)	5.5				-1.5
New Rater Group (2/2)	4.0				-3

COLLABORATION

OVERALL COMPETENCY SCORE

5.4	5.3	5.4
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.3							GAP
Supervisor	5.3							+0
Direct Report	5.1							-0.2
Peer	5.8							+0.5
Other	5.5							+0.2
New Rater Group	5.1							-0.2
New Rater Group	5.5							+0.2

25. Works for the overall good of the organization, even if it means sacrificing a personal or team goal.

5.4

Self (1/1)	6.0							GAP
Supervisor (1/1)	7.0							+1
Direct Report (2/2)	5.5							-0.5
Peer (2/2)	5.5							-0.5
Other (2/2)	4.5							-1.5
New Rater Group (2/2)	5.0							-1
New Rater Group (2/2)	5.5							-0.5

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

5.5

Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3
Direct Report (2/2)	4.5							-2.5
Peer (2/2)	5.5							-1.5
Other (2/2)	6.5							-0.5
New Rater Group (2/2)	5.0							-2
New Rater Group (2/2)	6.0							-1

27. Creates an environment of openness and cooperation.

5.3

Self (1/1)	4.0							GAP
Supervisor (1/1)	5.0							+1
Direct Report (2/2)	5.5							+1.5
Peer (2/2)	6.0							+2
Other (2/2)	5.0							+1
New Rater Group (2/2)	6.0							+2
New Rater Group (2/2)	4.5							+0.5

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

5.3

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

INNOVATION

OVERALL COMPETENCY SCORE

5.4	5.0	5.5
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7		
Self	5.0								GAP
Supervisor	5.0								+0
Direct Report	5.6								+0.6
Peer	6.3								+1.3
Other	5.6								+0.6
New Rater Group	5.0								+0
New Rater Group	5.0								+0

29. Develops innovative ideas and strategies that create value and competitive advantage.

5.1

Self (1/1)	4.0								GAP
Supervisor (1/1)	4.0								+0
Direct Report (2/2)	5.5								+1.5
Peer (2/2)	7.0								+3
Other (2/2)	5.5								+1.5
New Rater Group (2/2)	4.0								+0
New Rater Group (2/2)	4.5								+0.5

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

5.0

Self (1/1)	4.0								GAP
Supervisor (1/1)	4.0								+0
Direct Report (2/2)	5.5								+1.5
Peer (2/2)	5.0								+1
Other (2/2)	6.0								+2
New Rater Group (2/2)	4.5								+0.5
New Rater Group (2/2)	5.0								+1

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

5.8

Self (1/1)	7.0								GAP
Supervisor (1/1)	6.0								-1
Direct Report (2/2)	5.0								-2
Peer (2/2)	7.0								+0
Other (2/2)	5.0								-2
New Rater Group (2/2)	5.0								-2
New Rater Group (2/2)	6.0								-1

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

5.8

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

COMMUNICATION

OVERALL COMPETENCY SCORE

5.3	5.8	5.2
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.8							GAP
Supervisor	4.8							-1
Direct Report	5.1							-0.7
Peer	5.4							-0.4
Other	5.1							-0.7
New Rater Group	5.1							-0.7
New Rater Group	5.6							-0.2

33. Establishes effective two-way communication with others.

5.3

Self (1/1)	7.0							GAP
Supervisor (1/1)	6.0							-1
Direct Report (2/2)	4.5							-2.5
Peer (2/2)	5.5							-1.5
Other (2/2)	5.0							-2
New Rater Group (2/2)	5.5							-1.5
New Rater Group (2/2)	5.0							-2

34. Consistently communicates the top priorities for the organization.

6.0

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Direct Report (2/2)	7.0							+0
Peer (2/2)	5.5							-1.5
Other (2/2)	5.0							-2
New Rater Group (2/2)	6.0							-1
New Rater Group (2/2)	6.5							-0.5

35. Communicates with people about where we are now and where we need to be in the future.

4.8

Self (1/1)	4.0							GAP
Supervisor (1/1)	4.0							+0
Direct Report (2/2)	4.0							+0
Peer (2/2)	6.0							+2
Other (2/2)	5.5							+1.5
New Rater Group (2/2)	4.0							+0
New Rater Group (2/2)	5.0							+1

36. Shares the "why" behind actions or decisions, rather than just the "how" or the "what."

5.0

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

DEVELOPING OTHERS

OVERALL COMPETENCY SCORE

5.4	5.5	5.4
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.5							GAP
Supervisor	5.0							-0.5
Direct Report	4.5							-1
Peer	5.1							-0.4
Other	5.8							+0.3
New Rater Group	5.6							+0.1
New Rater Group	6.3							+0.8

37. Provides challenging assignments and opportunities for others to take on more responsibility.

5.7

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

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

5.2

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

39. Regularly acknowledges the contributions of others.

5.4

Self (1/1)	6.0							GAP
Supervisor (1/1)	6.0							+0
Direct Report (2/2)	4.0							-2
Peer (2/2)	4.5							-1.5
Other (2/2)	5.5							-0.5
New Rater Group (2/2)	6.0							+0
New Rater Group (2/2)	6.5							+0.5

40. Makes effective staffing decisions on key positions.

5.4

Self (1/1)	4.0				GAP
Supervisor (1/1)	5.0				+1
Direct Report (2/2)	4.0				+0
Peer (2/2)	5.5				+1.5
Other (2/2)	6.5				+2.5
New Rater Group (2/2)	6.0				+2
New Rater Group (2/2)	6.0				+2

PSYCHOLOGICAL SAFETY

OVERALL COMPETENCY SCORE

5.5	5.8	5.4
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7		
Self	5.8								GAP
Supervisor	6.3								+0.5
Direct Report	5.9								+0.1
Peer	5.3								-0.5
Other	5.0								-0.8
New Rater Group	5.3								-0.5
New Rater Group	5.4								-0.4

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

5.5

Self (1/1)	4.0								GAP
Supervisor (1/1)	5.0								+1
Direct Report (2/2)	6.5								+2.5
Peer (2/2)	5.5								+1.5
Other (2/2)	5.5								+1.5
New Rater Group (2/2)	5.5								+1.5
New Rater Group (2/2)	5.5								+1.5

42. Actively listens to the feedback and suggestions of employees.

5.0

Self (1/1)	6.0								GAP
Supervisor (1/1)	7.0								+1
Direct Report (2/2)	4.0								-2
Peer (2/2)	5.0								-1
Other (2/2)	4.5								-1.5
New Rater Group (2/2)	5.0								-1
New Rater Group (2/2)	5.0								-1

43. Treats people with dignity and respect, regardless of their position or influence.

5.8

Self (1/1)	7.0								GAP
Supervisor (1/1)	7.0								+0
Direct Report (2/2)	6.5								-0.5
Peer (2/2)	5.5								-1.5
Other (2/2)	5.5								-1.5
New Rater Group (2/2)	5.5								-1.5
New Rater Group (2/2)	5.0								-2

44. Promotes a culture where all team members feel safe to express their ideas.

5.5

Self (1/1)	6.0			GAP
Supervisor (1/1)	6.0			+0
Direct Report (2/2)	6.5			+0.5
Peer (2/2)	5.0			-1
Other (2/2)	4.5			-1.5
New Rater Group (2/2)	5.0			-1
New Rater Group (2/2)	6.0			+0

WELLNESS

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	6.0							+0.7
Direct Report	5.4							+0.1
Peer	5.8							+0.5
Other	5.6							+0.3
New Rater Group	5.6							+0.3
New Rater Group	5.4							+0.1

45. Maintains an effective balance between work life and personal life.

5.8

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							+0
Direct Report (2/2)	4.5							-0.5
Peer (2/2)	7.0							+2
Other (2/2)	6.5							+1.5
New Rater Group (2/2)	6.5							+1.5
New Rater Group (2/2)	5.5							+0.5

46. Invests in his/her personal well-being.

5.5

Self (1/1)	6.0							GAP
Supervisor (1/1)	6.0							+0
Direct Report (2/2)	6.0							+0
Peer (2/2)	4.5							-1.5
Other (2/2)	6.0							+0
New Rater Group (2/2)	5.5							-0.5
New Rater Group (2/2)	5.0							-1

47. Maintains composure, even in stressful situations.

5.6

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1
Direct Report (2/2)	5.5							+0.5
Peer (2/2)	6.0							+1
Other (2/2)	5.5							+0.5
New Rater Group (2/2)	4.5							-0.5
New Rater Group (2/2)	6.5							+1.5

48. Encourages the health and well-being of others.

5.3

Self (1/1)	5.0			GAP
Supervisor (1/1)	7.0			+2
Direct Report (2/2)	5.5			+0.5
Peer (2/2)	5.5			+0.5
Other (2/2)	4.5			-0.5
New Rater Group (2/2)	6.0			+1
New Rater Group (2/2)	4.5			-0.5

PERSONAL LEADERSHIP

OVERALL COMPETENCY SCORE

5.6	5.5	5.6
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	6	7	
Self	5.5							GAP
Supervisor	5.5							+0
Direct Report	5.3							-0.2
Peer	5.5							+0
Other	5.4							-0.1
New Rater Group	5.6							+0.1
New Rater Group	6.3							+0.8

49. Seeks feedback from others in order to become a better leader.

5.5

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1
Direct Report (2/2)	4.5							-0.5
Peer (2/2)	6.0							+1
Other (2/2)	5.5							+0.5
New Rater Group (2/2)	5.0							+0
New Rater Group (2/2)	6.5							+1.5

50. Demonstrates an awareness of how his/her behavior affects others.

5.8

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Direct Report (2/2)	5.5							-1.5
Peer (2/2)	4.5							-2.5
Other (2/2)	6.0							-1
New Rater Group (2/2)	5.5							-1.5
New Rater Group (2/2)	7.0							+0

51. Takes the most honest and ethical approach, even if it may be unpopular or inconvenient.

5.4

Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3
Direct Report (2/2)	4.5							+0.5
Peer (2/2)	5.5							+1.5
Other (2/2)	5.0							+1
New Rater Group (2/2)	6.0							+2
New Rater Group (2/2)	6.0							+2

52. Shows excitement for and engagement in the work we do as an organization.

5.7

Self (1/1)	6.0			GAP
Supervisor (1/1)	4.0			-2
Direct Report (2/2)	6.5			+0.5
Peer (2/2)	6.0			+0
Other (2/2)	5.0			-1
New Rater Group (2/2)	6.0			+0
New Rater Group (2/2)	5.5			-0.5

ENGAGING LEADERSHIP

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
Direct Report	5.9							-0.1
Peer	5.6							-0.4
Other	5.4							-0.6
New Rater Group	5.5							-0.5
New Rater Group	6.0							+0

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

5.3

Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2
Direct Report (2/2)	5.5							-0.5
Peer (2/2)	5.5							-0.5
Other (2/2)	4.5							-1.5
New Rater Group (2/2)	5.0							-1
New Rater Group (2/2)	6.0							+0

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

5.3

Self (1/1)	4.0							GAP
Supervisor (1/1)	5.0							+1
Direct Report (2/2)	6.0							+2
Peer (2/2)	5.5							+1.5
Other (2/2)	5.5							+1.5
New Rater Group (2/2)	5.5							+1.5
New Rater Group (2/2)	4.5							+0.5

55. Creates an environment in which others choose to do their best work.

5.9

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2
Direct Report (2/2)	6.0							-1
Peer (2/2)	5.5							-1.5
Other (2/2)	5.5							-1.5
New Rater Group (2/2)	6.0							-1
New Rater Group (2/2)	6.5							-0.5

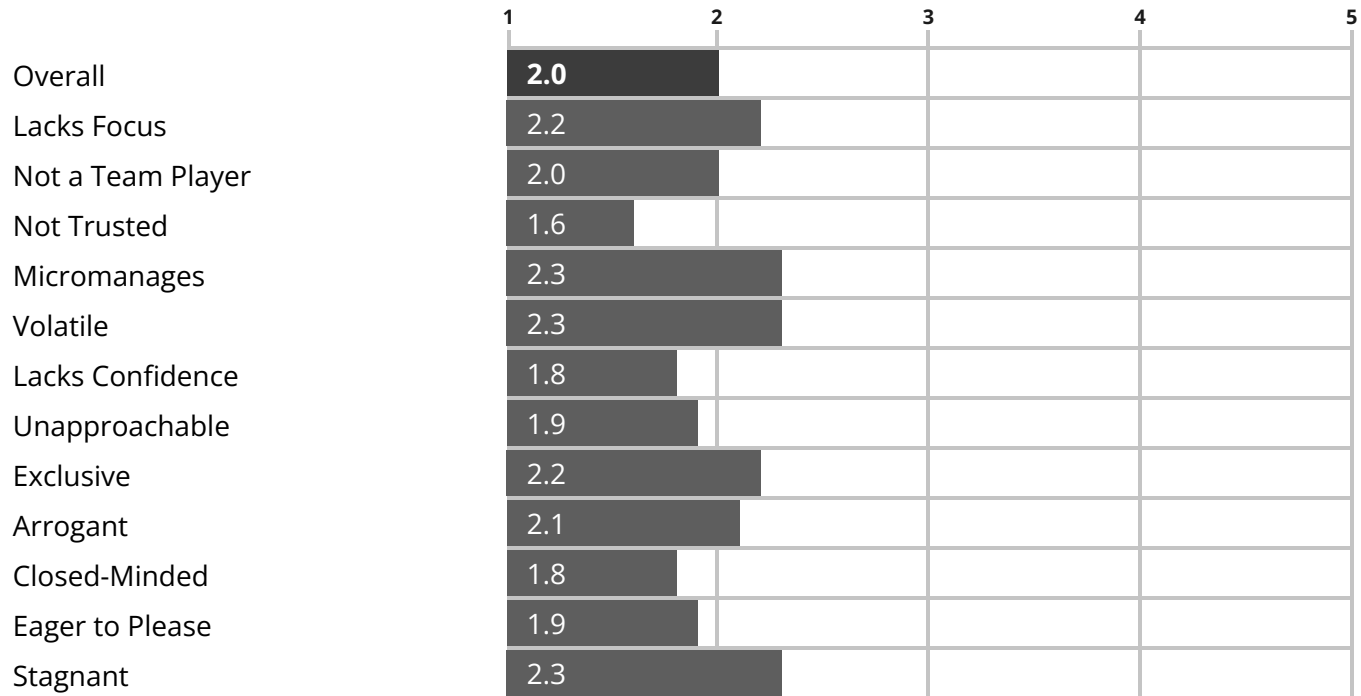
56. Inspires in others a sense of purpose and mission for the work we do.

6.0

Self (1/1)	7.0				GAP
Supervisor (1/1)	4.0				-3
Direct Report (2/2)	6.0				-1
Peer (2/2)	6.0				-1
Other (2/2)	6.0				-1
New Rater Group (2/2)	5.5				-1.5
New Rater Group (2/2)	7.0				+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.



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	1.8				GAP
Supervisor	1.6				-0.2
Direct Report	2.3				+0.5
Peer	2.0				+0.2
Other	2.0				+0.2
New Rater Group	2.3				+0.5
New Rater Group	1.9				+0.1

57. Lacks Focus: Easily distracted; shifts organizational priorities quickly without getting critical things done.

Self (1/1)	3.0				GAP
Supervisor (1/1)	2.0				-1
Direct Report (2/2)	3.0				+0
Peer (2/2)	1.0				-2
Other (2/2)	2.0				-1
New Rater Group (2/2)	3.0				+0
New Rater Group (2/2)	1.5				-1.5

58. Not a Team Player: Places personal agenda before the good of the organization.

Self (1/1)	2.0				GAP
Supervisor (1/1)	1.0				-1
Direct Report (2/2)	2.5				+0.5
Peer (2/2)	2.0				+0
Other (2/2)	2.0				+0
New Rater Group (2/2)	2.5				+0.5
New Rater Group (2/2)	1.5				-0.5

59. Not Trusted: Violates, compromises, or fails to gain the trust of others.

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1
Direct Report (2/2)	1.0				+0
Peer (2/2)	1.5				+0.5
Other (2/2)	1.0				+0
New Rater Group (2/2)	2.0				+1
New Rater Group (2/2)	2.5				+1.5

60. Micromanages: Overly controlling; does not empower others.

Self (1/1)	3.0				GAP
Supervisor (1/1)	1.0				-2
Direct Report (2/2)	1.5				-1.5
Peer (2/2)	2.0				-1
Other (2/2)	3.0				+0
New Rater Group (2/2)	3.0				+0
New Rater Group (2/2)	2.0				-1

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

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1
Direct Report (2/2)	3.0				+2
Peer (2/2)	1.5				+0.5
Other (2/2)	2.5				+1.5
New Rater Group (2/2)	2.0				+1
New Rater Group (2/2)	3.0				+2

62. Lacks Confidence: Overly concerned with making mistakes; indecisive.

Self (1/1)	3.0				GAP
Supervisor (1/1)	2.0				-1
Direct Report (2/2)	1.5				-1.5
Peer (2/2)	2.5				-0.5
Other (2/2)	1.5				-1.5
New Rater Group (2/2)	2.0				-1
New Rater Group (2/2)	1.0				-2

63. Unapproachable: Distant or isolated; fails to build effective relationships.

Self (1/1)	3.0				GAP
Supervisor (1/1)	1.0				-2
Direct Report (2/2)	1.5				-1.5
Peer (2/2)	1.0				-2
Other (2/2)	2.0				-1
New Rater Group (2/2)	2.5				-0.5
New Rater Group (2/2)	2.5				-0.5

64. Exclusive: Excludes others; fails to treat others fairly; shows favoritism.

Self (1/1)	1.0				GAP
Supervisor (1/1)	1.0				+0
Direct Report (2/2)	2.5				+1.5
Peer (2/2)	2.5				+1.5
Other (2/2)	2.5				+1.5
New Rater Group (2/2)	2.5				+1.5
New Rater Group (2/2)	2.0				+1

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

Self (1/1)	2.0				GAP
Supervisor (1/1)	1.0				-1
Direct Report (2/2)	3.0				+1
Peer (2/2)	3.0				+1
Other (2/2)	2.0				+0
New Rater Group (2/2)	1.5				-0.5
New Rater Group (2/2)	1.5				-0.5

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

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1
Direct Report (2/2)	2.5				+1.5
Peer (2/2)	2.0				+1
Other (2/2)	1.0				+0
New Rater Group (2/2)	2.0				+1
New Rater Group (2/2)	1.5				+0.5

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

Self (1/1)	1.0				GAP
Supervisor (1/1)	2.0				+1
Direct Report (2/2)	2.5				+1.5
Peer (2/2)	2.5				+1.5
Other (2/2)	1.5				+0.5
New Rater Group (2/2)	2.0				+1
New Rater Group (2/2)	1.5				+0.5

68. Stagnant: Avoids opportunities for professional or personal growth and learning.

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

COMMENTS

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

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.

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.

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.

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.

Describe this person's greatest strengths as a leader.

Honest hardworking and easy to approach

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

They need to continue to find ways to relate to staff members, and get them to understand the importance of compliance and following procedures. Hopefully they can find new ways to present, train, and possibly test in order to help with understanding.

Take on projects outside their current role to help grow and develop skill set. Appears to have a lot of untapped potential. Would encourage them to pinpoint their passion/career goals and work towards that because they're very capable

They lead by example, showing great level of commitment. They are taking responsibilities in situation where people are reluctant to take them.

Honesty, Dedication, and Commitment to the company

Eager to learn. Asks great questions. Detail oriented. Fun to work with. In general, makes my life easier.

Allow collaborators to fail on 'low-risk' activities and use these situations to train them taking lesson learned. Put in place actions before having a detailed plan and to complete the plan by doing. Provide recommendations to the company in case of issues and directly support solutions in case the company is not reactive in following recommendations.

Brittany could do more to set clear expectations.

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

Very open and approachable making problem resolution very easy.

They are sometimes overly cautious and continues to analyze

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.

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

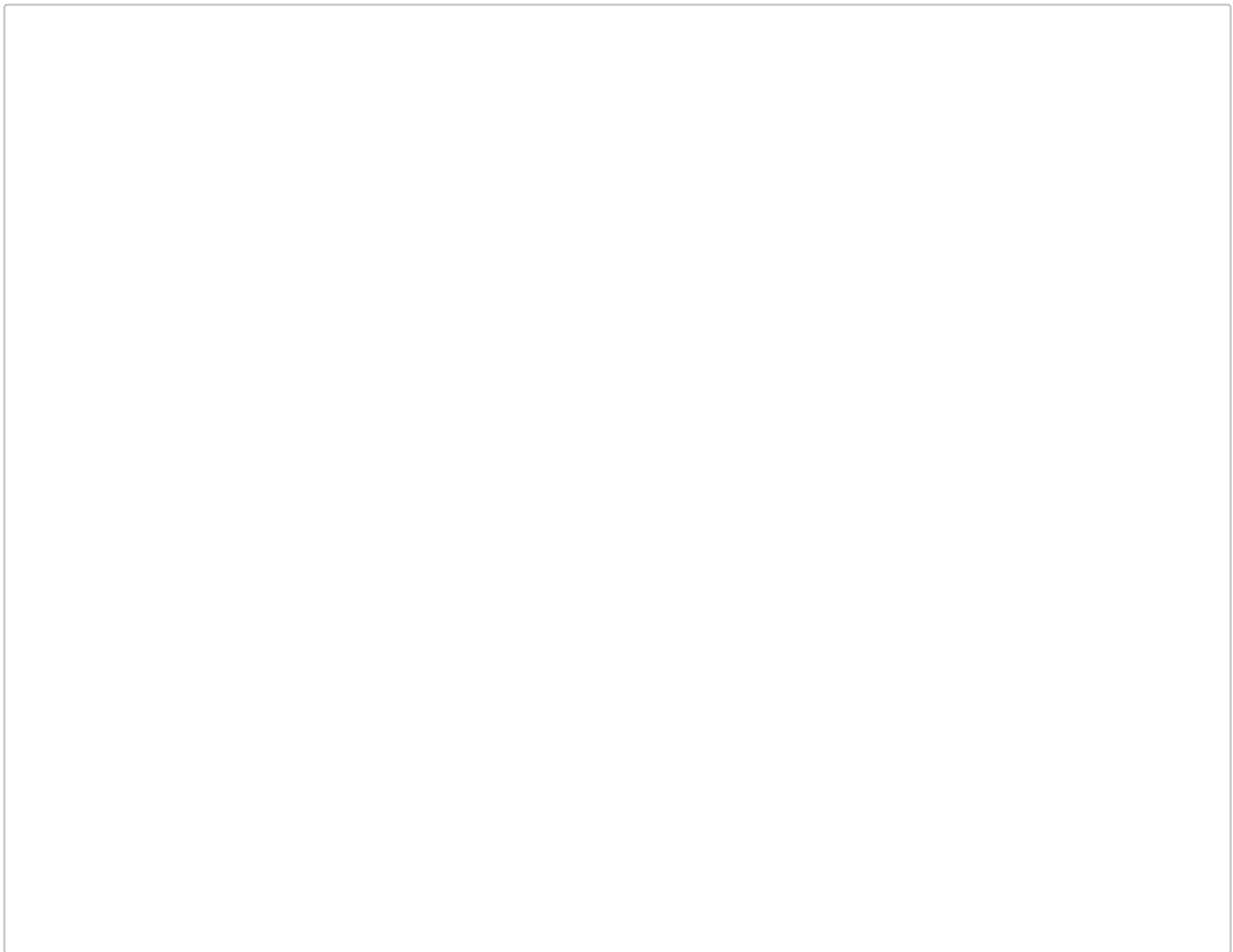
- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

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