PSYCHOMETRICS 360 FEEDBACK **REPORT**

19-June-2026

J. Sample

Confidential

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Psychometrics

Introduction

This Psychometrics 360® report was designed to provide you with feedback on the behaviours that others see from you at work. The purpose of this feedback is to help you confirm your strengths, as well as identify, accept and work on your most pressing developmental needs.

In addition to your self-ratings, this report includes ratings from:

1 Supervisor(s) + **2** Co-workers + **3** Direct Reports + **2** Others = **8** Raters in Total

The people you selected were asked to rate how often you engage in different behaviours related to 23 workplace competencies. The competencies are grouped into three key areas:



Work and Execution



Interacting with Others



Thinking and Deciding

Your raters were asked for their honest feedback to help you identify your strengths and developmental areas. They have provided you with their perceptions of your behaviour — how you come across to them, not necessarily what is objectively true. Therefore, you should view their responses in that context.

You will likely receive both positive and developmental feedback. Do not emphasize one or the other; look at both in balance. Focus on looking ahead toward what you can do with the feedback:

- How can you transform developmental feedback into positive change?
- How can you utilize your talents to increase your effectiveness?

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

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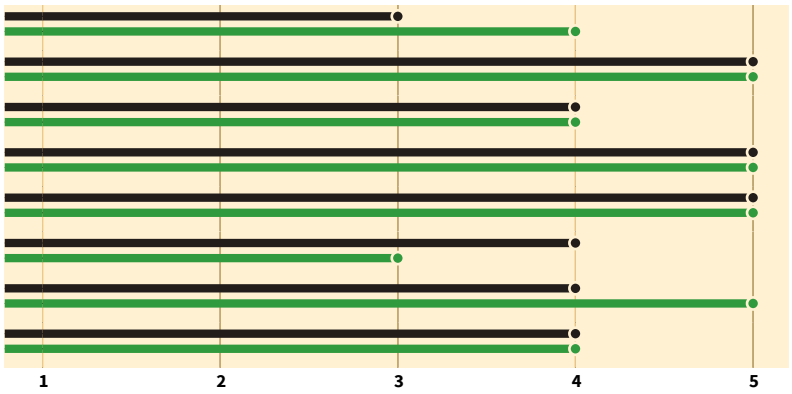
Self vs **Supervisor** Importance Ratings

360



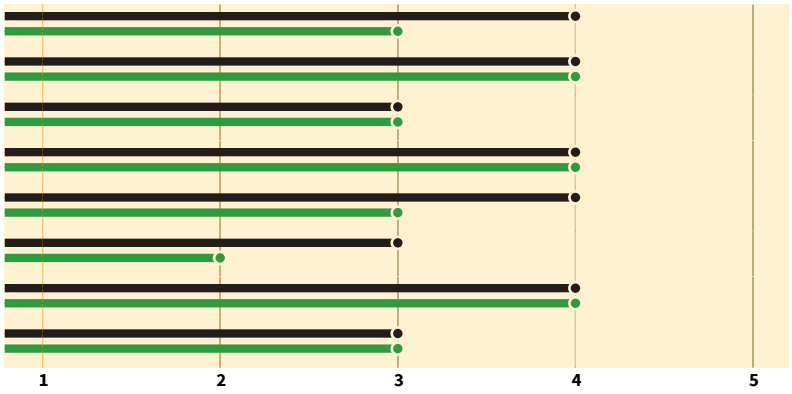
Work and Execution

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
4. Satisfies Customers
5. Acts Responsibly and with Integrity
6. Manages Stress
7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form



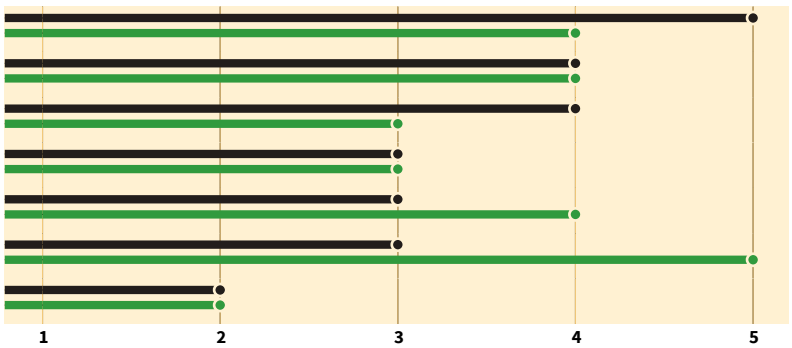
Interacting with Others

9. Displays Cooperation and Teamwork
10. Encourages Open Dialogue
11. Shows Respect, Inclusiveness and Sensitivity
12. Fosters Teamwork
13. Empowers Employees
14. Coaches and Develops Others
15. Handles Disagreement Constructively
16. Influences Others



Thinking and Deciding

17. Mobilizes Activity Around a Clear Purpose
18. Gathers and Analyzes Information
19. Solves Problems and Makes Decisions
20. Seeks Innovation
21. Displays Flexibility
22. Shows Organization Awareness
23. Learns Skills and Develops Capabilities



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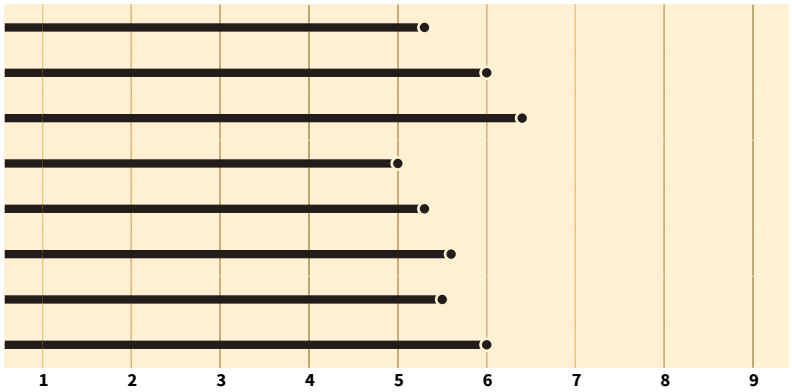
Self Competency Ratings

360

Not at All | Not Often | Often | Very Often | Always

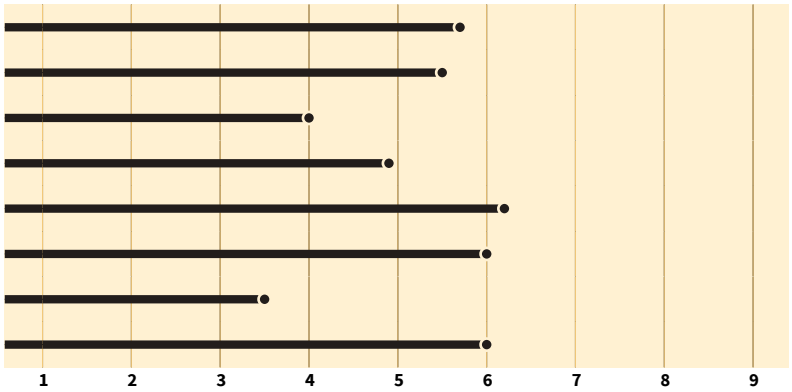
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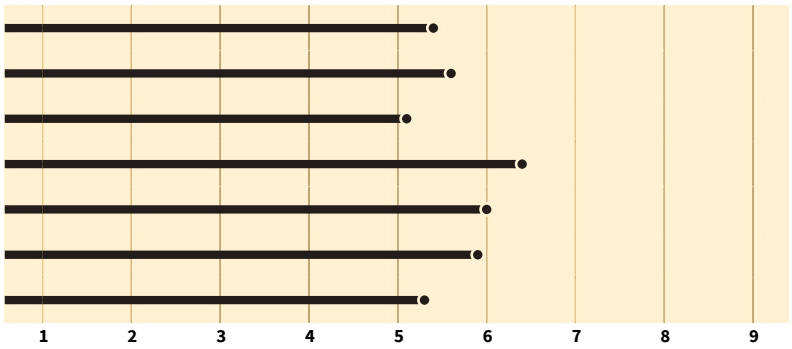
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> Competencies that **you** utilize the most:

2. Works to High Quality Standards
3. Achieves Results Efficiently
8. Expresses Ideas Clearly in Spoken Form
13. Empowers Employees
20. Seeks Innovation

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

4. Satisfies Customers
11. Shows Respect, Inclusiveness and Sensitivity
12. Fosters Teamwork
15. Handles Disagreement Constructively
19. Solves Problems and Makes Decisions

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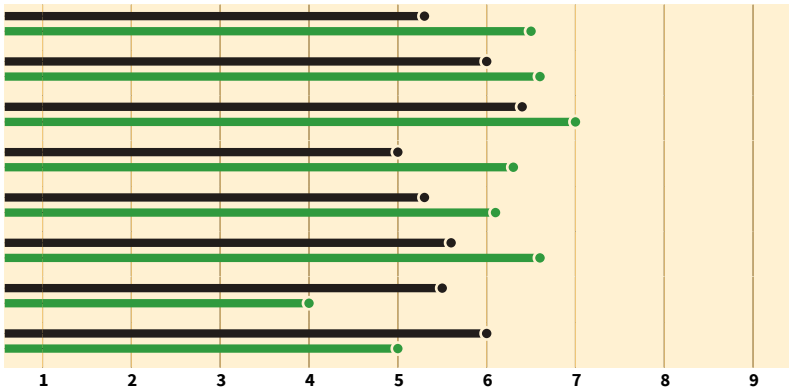
Self vs. **Supervisor** Competency Ratings

360

Not at All | Not Often | Often | Very Often | Always

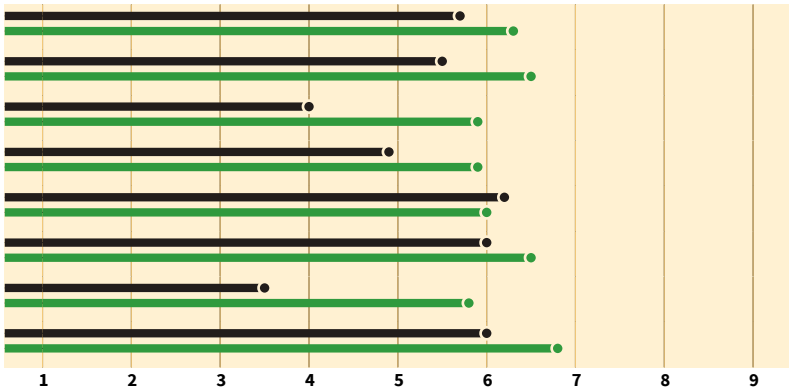
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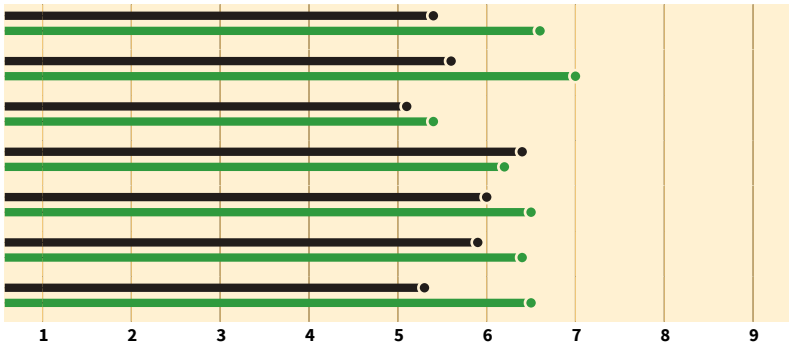
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> Competencies that your **Supervisor(s)** see from you the most:

2. Works to High Quality Standards
3. Achieves Results Efficiently
6. Manages Stress
16. Influences Others
18. Gathers and Analyzes Information

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

7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
12. Fosters Teamwork
15. Handles Disagreement Constructively
19. Solves Problems and Makes Decisions

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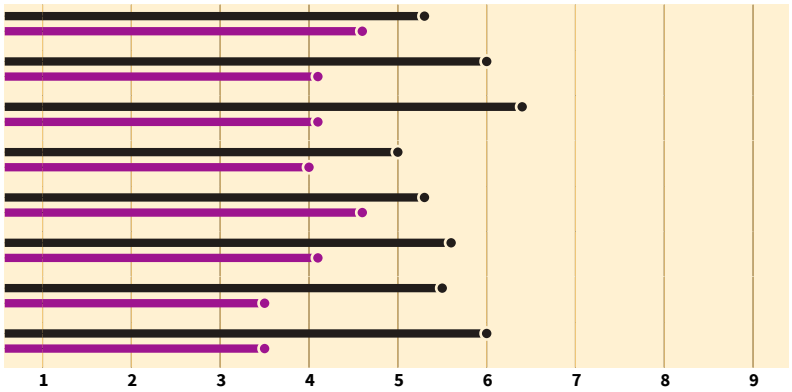
Self vs. **Co-worker** Competency Ratings

360

Not at All | Not Often | Often | Very Often | Always

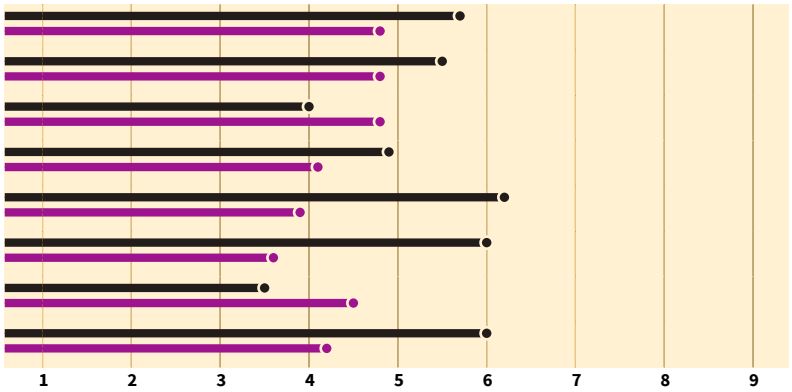
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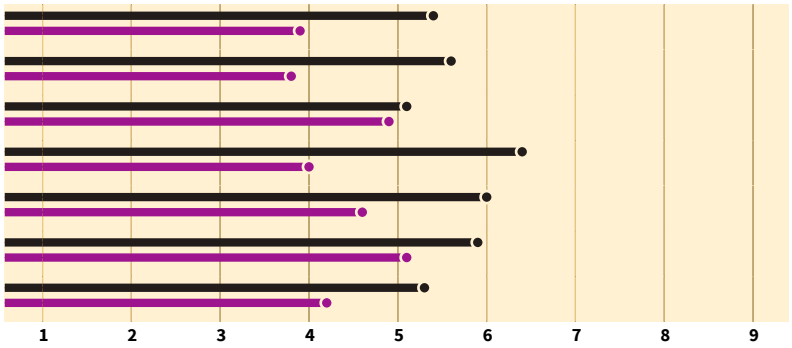
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> Competencies that your **Co-workers** see from you the most:

9. Displays Cooperation and Teamwork
10. Encourages Open Dialogue
11. Shows Respect, Inclusiveness and Sensitivity
19. Solves Problems and Makes Decisions
22. Shows Organization Awareness

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

7. Expresses Ideas Clearly in Written Form
8. Expresses Ideas Clearly in Spoken Form
13. Empowers Employees
14. Coaches and Develops Others
18. Gathers and Analyzes Information

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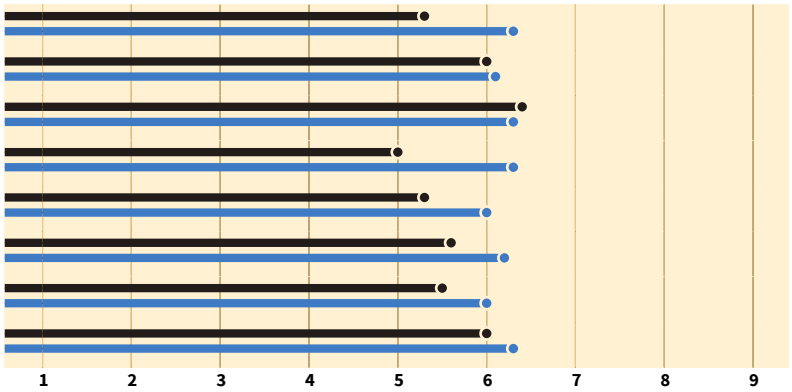
Self vs. **Direct Report** Competency Ratings

360

Not at All | Not Often | Often | Very Often | Always

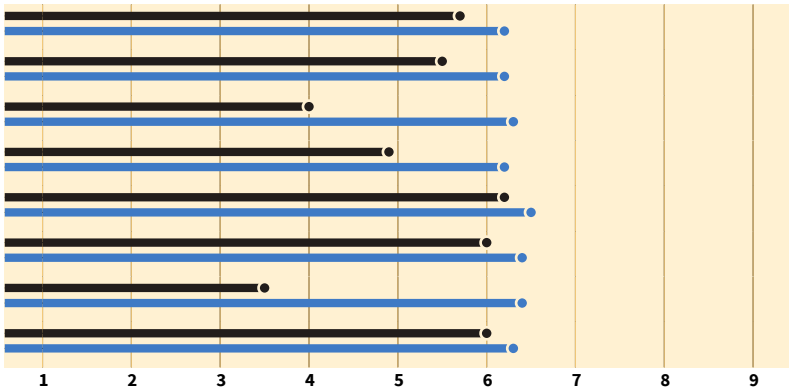
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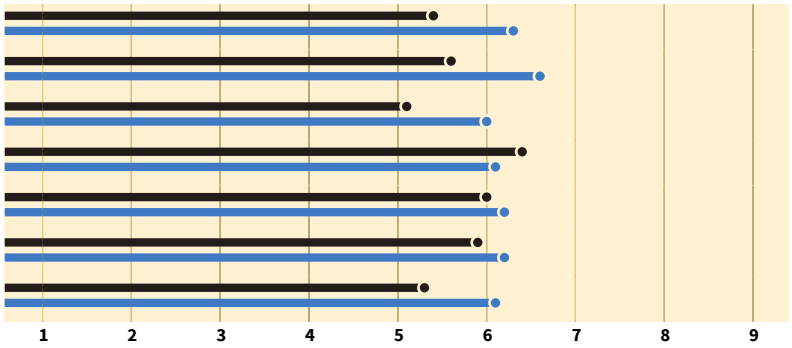
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> Competencies that your **Direct Reports** see from you the most:

4. Satisfies Customers
13. Empowers Employees
14. Coaches and Develops Others
15. Handles Disagreement Constructively
18. Gathers and Analyzes Information

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

2. Works to High Quality Standards
5. Acts Responsibly and with Integrity
7. Expresses Ideas Clearly in Written Form
19. Solves Problems and Makes Decisions
23. Learns Skills and Develops Capabilities

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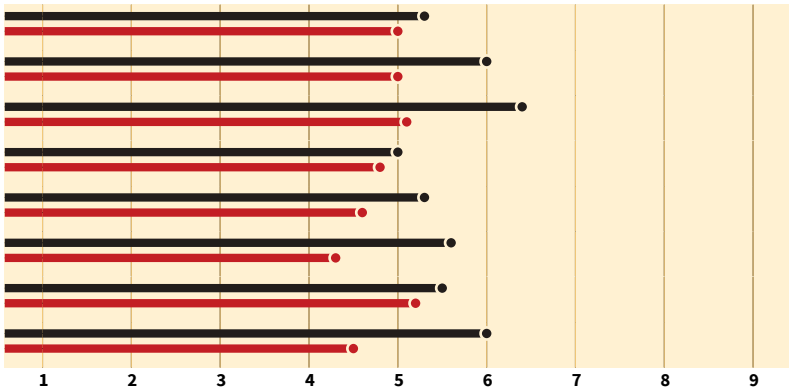
Self vs. **Other** Competency Ratings

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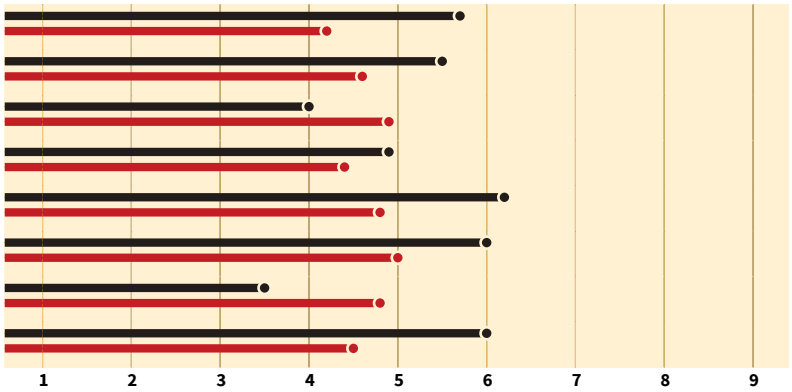
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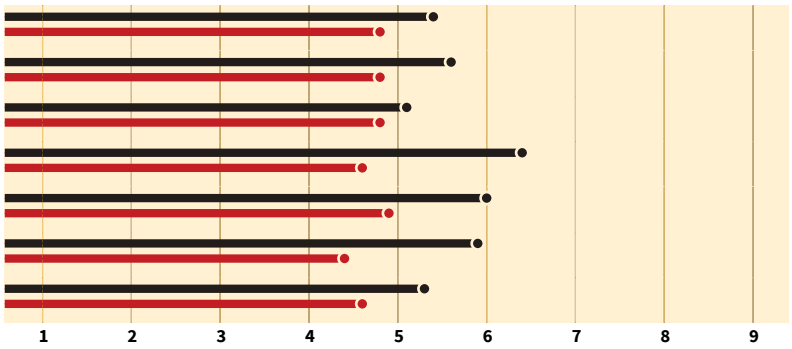
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20. Seeks Innovation
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22. Shows Organization Awareness
23. Learns Skills and Develops Capabilities



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

1. Plans Work Activities
2. Works to High Quality Standards
3. Achieves Results Efficiently
7. Expresses Ideas Clearly in Written Form
14. Coaches and Develops Others

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

6. Manages Stress
8. Expresses Ideas Clearly in Spoken Form
9. Displays Cooperation and Teamwork
12. Fosters Teamwork
22. Shows Organization Awareness

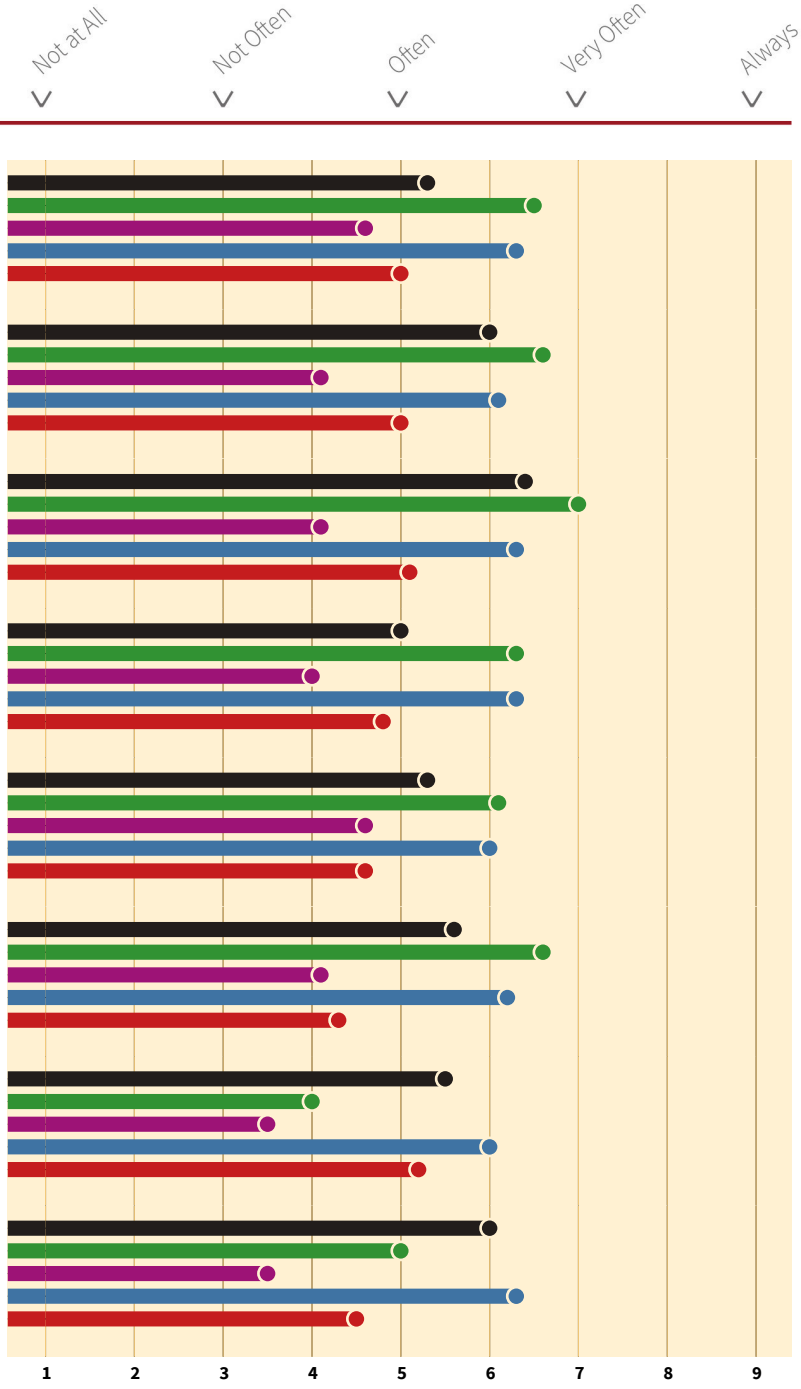
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Self vs. **All** Competency Ratings

Self Supervisor Co-worker Direct Reports Other

360

Work and Execution



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Self vs. **All** Competency Ratings

Self Supervisor Co-worker Direct Reports Other

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Interacting with Others

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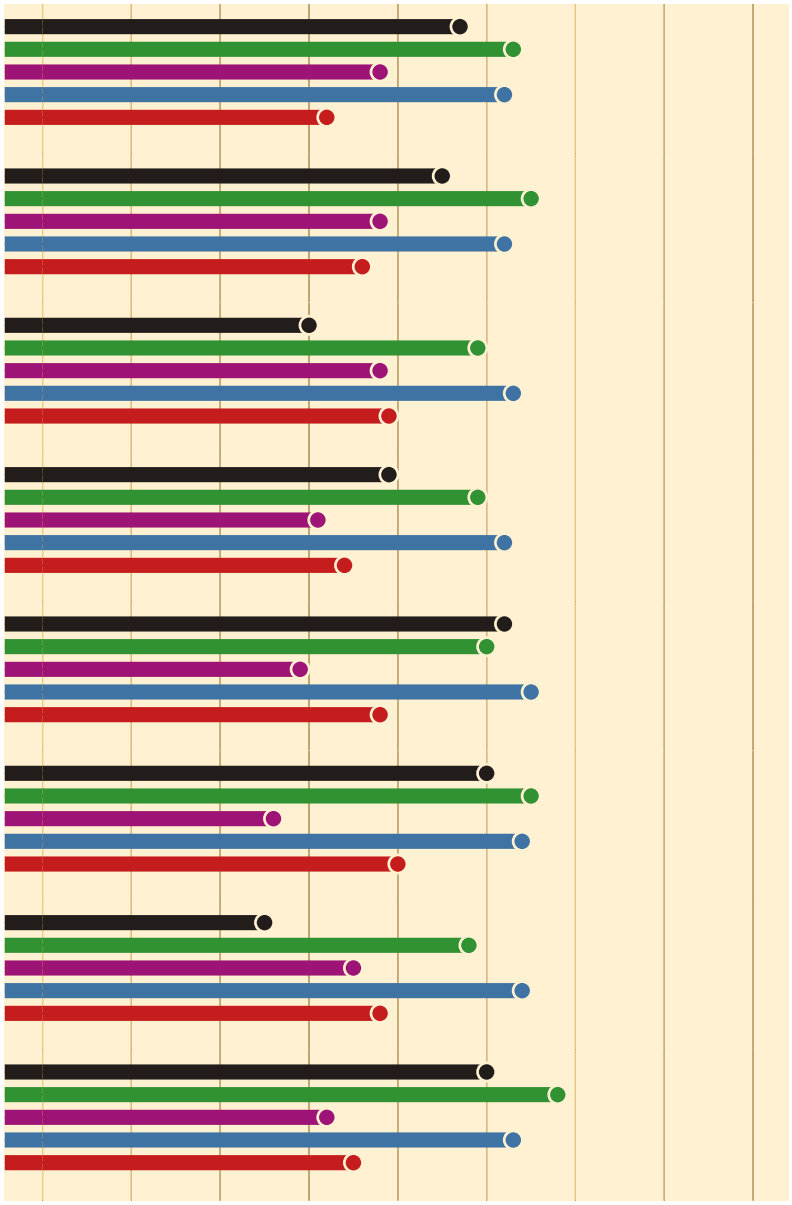
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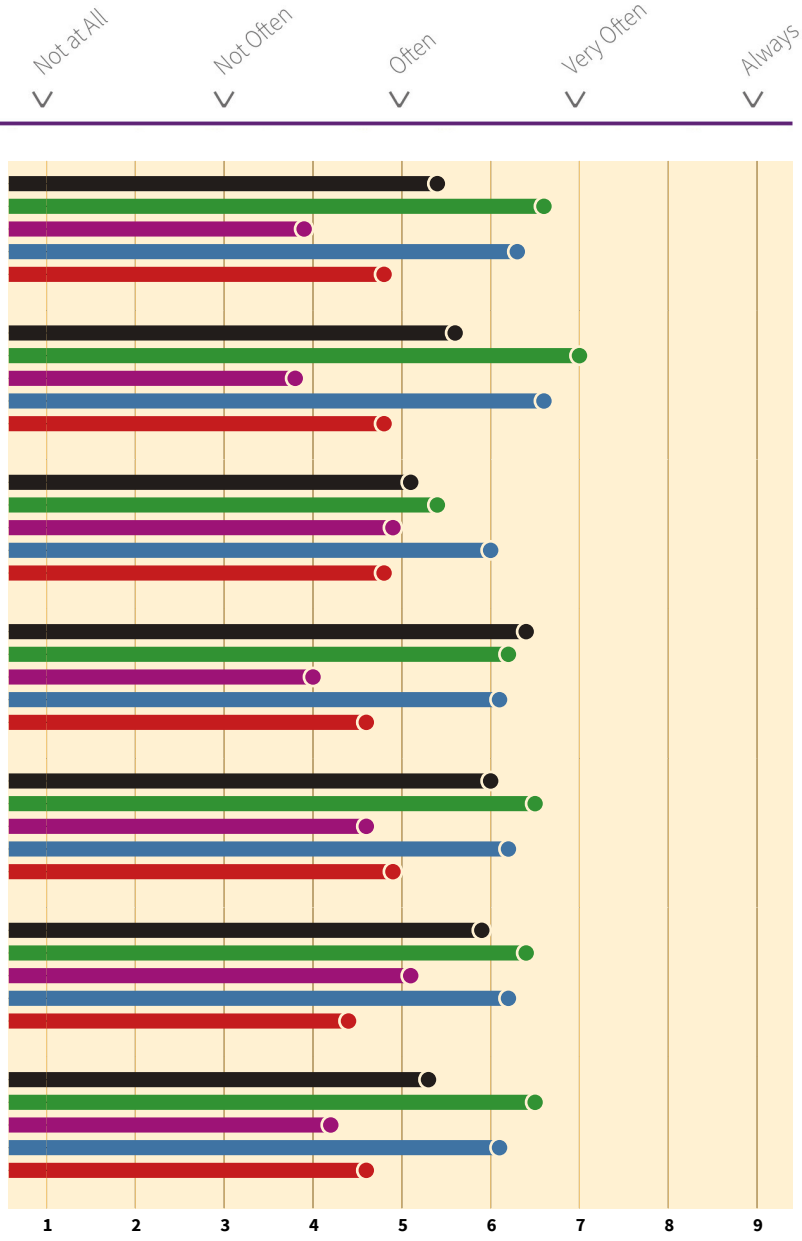
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Self vs. **All** Competency Ratings

Self Supervisor Co-worker Direct Reports Other

360

Thinking and Deciding



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5 **Most** Observed Competencies

360

Rater Group		Rating
> Self	3. Achieves Results Efficiently	**6.4**
	20. Seeks Innovation	**6.4**
	13. Empowers Employees	**6.2**
	2. Works to High Quality Standards	**6.0**
	8. Expresses Ideas Clearly in Spoken Form	**6.0**
> Supervisor	3. Achieves Results Efficiently	**7.0**
	18. Gathers and Analyzes Information	**7.0**
	16. Influences Others	**6.8**
	2. Works to High Quality Standards	**6.6**
	6. Manages Stress	**6.6**
> Co-worker	22. Shows Organization Awareness	**5.1**
	19. Solves Problems and Makes Decisions	**4.9**
	11. Shows Respect, Inclusiveness and Sensitivity	**4.8**
	9. Displays Cooperation and Teamwork	**4.8**
	10. Encourages Open Dialogue	**4.8**
> Direct Reports	18. Gathers and Analyzes Information	**6.6**
	13. Empowers Employees	**6.5**
	14. Coaches and Develops Others	**6.4**
	15. Handles Disagreement Constructively	**6.4**
	4. Satisfies Customers	**6.3**
> Other	7. Expresses Ideas Clearly in Written Form	**5.2**
	3. Achieves Results Efficiently	**5.1**
	1. Plans Work Activities	**5.0**
	2. Works to High Quality Standards	**5.0**
	14. Coaches and Develops Others	**5.0**

Competencies Rated
7.0 or HIGHER

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5 **Least** Observed Competencies

360

Rater Group		Rating
> Self	15. Handles Disagreement Constructively	**3.5**
	11. Shows Respect, Inclusiveness and Sensitivity	**4.0**
	12. Fosters Teamwork	**4.9**
	4. Satisfies Customers	**5.0**
	19. Solves Problems and Makes Decisions	**5.1**
> Supervisor	7. Expresses Ideas Clearly in Written Form	**4.0**
	8. Expresses Ideas Clearly in Spoken Form	**5.0**
	19. Solves Problems and Makes Decisions	**5.4**
	15. Handles Disagreement Constructively	**5.8**
	12. Fosters Teamwork	**5.9**
> Co-worker	8. Expresses Ideas Clearly in Spoken Form	**3.5**
	7. Expresses Ideas Clearly in Written Form	**3.5**
	14. Coaches and Develops Others	**3.6**
	18. Gathers and Analyzes Information	**3.8**
	13. Empowers Employees	**3.9**
> Direct Reports	19. Solves Problems and Makes Decisions	**6.0**
	7. Expresses Ideas Clearly in Written Form	**6.0**
	5. Acts Responsibly and with Integrity	**6.0**
	2. Works to High Quality Standards	**6.1**
	23. Learns Skills and Develops Capabilities	**6.1**
> Other	9. Displays Cooperation and Teamwork	**4.2**
	6. Manages Stress	**4.3**
	12. Fosters Teamwork	**4.4**
	22. Shows Organization Awareness	**4.4**
	8. Expresses Ideas Clearly in Spoken Form	**4.5**

Competencies Rated **5.0 or LOWER**

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Work and Execution

	Self	Supervisor	Co-worker	Direct Reports	Other
1. Plans Work Activities					
Sets work priorities based on the importance and urgency of tasks.	3.0	7.0	4.5	6.3	6.0
Stays focused on the most important work matters.	7.0	7.0	3.0	7.0	3.5
Uses time and resources efficiently to complete tasks on schedule.	7.0	5.0	7.5	6.3	5.5
Sets realistic timelines for completing tasks.	4.0	7.0	4.0	6.0	5.5
Monitors work progress against expected results.	5.0	7.0	3.0	5.7	4.5
Sets a work plan that tracks all aspects of tasks and activities.	6.0	6.0	5.5	6.3	5.0
2. Works to High Quality Standards					
Works neatly and accurately, with attention to detail.	6.0	7.0	4.0	6.3	6.0
Completes tasks to a high standard of quality and excellence.	5.0	5.0	3.0	6.0	5.0
Looks for ways to improve procedures, methods and outcomes.	6.0	7.0	6.0	5.3	4.0
Expects work group to achieve high quality standards.	6.0	8.0	3.5	6.7	5.5
Encourages employees to look for better ways of doing things.	7.0	6.0	4.0	6.0	4.5
3. Achieves Results Efficiently					
Makes an extra effort to complete work when faced with a challenge.	7.0	7.0	4.0	6.7	4.5
Holds others to achieve expected results.	6.0	7.0	4.0	6.3	5.5
Consistently achieves results and meets expected goals.	7.0	6.0	5.0	5.7	4.5
Finds ways to do work efficiently and increase output.	7.0	9.0	3.5	6.3	5.0
Sets challenging goals and works to achieve them.	5.0	6.0	4.0	6.3	6.0
4. Satisfies Customers					
Responds to requests for information or services from internal/external customers and suppliers.	4.0	5.0	4.5	6.0	5.0
Knows what is expected of the work unit by internal/external customers.	6.0	8.0	3.0	6.7	4.0
Looks for ways to work more effectively with internal/external customers and suppliers.	5.0	6.0	4.5	6.3	5.5
5. Acts Responsibly and with Integrity					
Accepts responsibility for outcomes of own decisions.	4.0	6.0	4.0	5.3	3.0
Acts predictably in all situations.	3.0	6.0	4.0	5.7	4.5
Earns the trust of co-workers and employees.	6.0	7.0	6.5	6.0	5.5
Takes personal responsibility when things go wrong.	5.0	6.0	6.0	6.3	5.0
Practices what they preach.	8.0	6.0	4.0	6.0	3.5
Is upfront and honest about their intentions.	7.0	5.0	4.0	6.7	5.0
Is honest and straightforward in dealings with co-workers.	4.0	7.0	4.0	6.0	5.5

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Work and Execution

	Self	Supervisor	Co-worker	Direct Reports	Other
6. Manages Stress					
Helps others stay calm in stressful situations.	6.0	6.0	4.0	6.3	4.0
Responds calmly when faced with many demands at one time.	4.0	7.0	5.0	6.3	4.0
Finds positive ways to respond to tough situations.	6.0	6.0	3.5	6.3	5.5
Controls emotions when things go wrong.	5.0	7.0	3.5	6.0	4.5
Keeps a broad view, even when under pressure.	7.0	7.0	4.5	6.0	3.5
7. Expresses Ideas Clearly in Written Form					
Uses suitable language in written communication.	5.0	4.0	4.0	6.3	6.0
Writes reports and memos clearly and concisely.	6.0	4.0	3.0	5.7	4.5
8. Expresses Ideas Clearly in Spoken Form					
Uses language and terminology that is understood by the listener.	6.0	5.0	4.0	6.3	5.5
Speaks clearly and understandably.	6.0	5.0	3.0	6.3	3.5

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Interacting with Others

	Self	Supervisor	Co-worker	Direct Reports	Other
9. Displays Cooperation and Teamwork					
Involves co-workers in matters and decisions that impact them.	6.0	6.0	4.0	5.7	4.0
Gives co-workers credit for group accomplishments.	7.0	7.0	5.0	7.0	4.5
Coordinates work plans with those of other work units/groups.	6.0	6.0	4.0	6.3	4.5
Works with co-workers to address common interests or concerns.	5.0	6.0	4.0	6.0	5.5
Balances self-interest with the interests of co-workers.	6.0	7.0	5.0	5.3	3.5
Learns from co-workers and direct reports	4.0	6.0	6.5	6.7	3.0
10. Encourages Open Dialogue					
Is a good listener.	8.0	6.0	6.0	6.3	3.5
Encourages others to share their thoughts and feelings about work matters.	5.0	8.0	4.0	6.0	5.5
Easy to talk to.	3.0	6.0	4.0	6.7	4.0
Seeks out and listens to the ideas and opinions of others.	6.0	6.0	5.0	6.0	5.5
11. Shows Respect, Inclusiveness and Sensitivity					
Knows what is important to employees/co-workers.	2.0	7.0	5.0	5.3	4.5
Shows interest in the views and concerns of others.	6.0	5.0	5.0	6.0	6.0
Recognizes when feelings and behaviour don't match.	7.0	6.0	6.0	6.7	5.5
Acts considerately toward employees/co-workers.	3.0	6.0	5.0	6.0	5.0
Understands why people do the things they do.	4.0	5.0	5.0	6.7	5.0
Treats all individuals with respect, irrespective of status or background.	4.0	7.0	3.5	6.3	5.0
Understands and accepts personal differences among co-workers.	2.0	5.0	4.0	7.3	3.5
12. Fosters Teamwork					
Invites work group members to express their views.	7.0	6.0	3.5	6.7	4.5
Takes employee concerns seriously and responds to them.	4.0	7.0	4.0	6.3	5.5
Takes action to improve employee satisfaction.	3.0	5.0	3.0	5.7	4.5
Keeps the work group informed about events in the organization.	6.0	6.0	4.5	5.7	4.5
Works to build team spirit in the work group.	7.0	7.0	4.0	6.3	3.5
Involves the work group in "running the business".	3.0	5.0	6.0	7.0	3.0
Commends work group successes.	4.0	5.0	4.0	6.0	5.0
13. Empowers Employees					
Delegates responsibility for tasks and decisions to employees.	4.0	7.0	4.5	7.0	5.0
Involves employees in decisions that affect the work unit.	8.0	8.0	4.0	6.3	4.0
Allows employees to make decisions within their job scope.	7.0	4.0	4.0	6.0	6.0
Encourages employees to take on responsibility.	6.0	5.0	3.0	6.7	4.0

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Interacting with Others

	Self	Supervisor	Co-worker	Direct Reports	Other
14. Coaches and Develops Others					
Provides helpful feedback on employee performance.	6.0	6.0	2.5	6.3	5.0
Coaches and trains employees to meet performance goals.	7.0	9.0	4.0	6.0	5.0
Encourages employees to advance their careers.	6.0	3.0	3.5	6.3	6.0
Helps employees determine training and development needs.	5.0	8.0	4.5	7.0	4.0
15. Handles Disagreement Constructively					
Seeks common ground in disagreements.	5.0	6.0	6.0	6.0	5.5
Able to disagree without offending people.	2.0	6.0	3.5	7.0	3.0
Attempts to resolve disagreements with co-workers.	3.0	6.0	3.5	6.7	4.5
Validates and resolves differing viewpoints.	4.0	5.0	5.0	6.0	6.0
16. Influences Others					
Able to develop a persuasive presentation.	5.0	6.0	3.5	6.0	4.0
Uses logical arguments, backed by facts and figures.	4.0	6.0	3.0	6.7	3.5
Expresses own opinions assertively.	9.0	9.0	3.5	6.7	6.0
When communicating to a group, is sensitive to their position.	6.0	6.0	4.0	6.0	4.0
Strongly influences opinions, ideas, and plans of co-workers.	6.0	7.0	7.0	6.3	5.0

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Thinking and Deciding

	Self	Supervisor	Co-worker	Direct Reports	Other
17. Mobilizes Activity Around a Clear Purpose					
Leads the work group in discussions of unit performance.	3.0	6.0	4.5	6.7	6.0
Aligns daily actions with stated goals.	9.0	8.0	4.0	6.3	5.5
Communicates goals to employees.	5.0	5.0	4.0	7.0	5.0
Works with employees to set action plans.	5.0	7.0	2.5	6.3	5.0
Sets clear goals for the unit.	5.0	7.0	4.5	5.3	2.5
18. Gathers and Analyzes Information					
Accurately and objectively assesses information.	5.0	6.0	5.0	6.7	5.5
Investigates matters thoroughly when faced with incomplete information.	8.0	9.0	4.0	6.7	3.5
Gathers all information before drawing a conclusion or making a decision.	3.0	7.0	3.0	6.7	4.5
Is curious about activities and events and tries to learn more about them.	4.0	5.0	3.5	6.0	5.5
Seeks and weighs information from different points of view.	8.0	8.0	3.5	7.0	5.0
19. Solves Problems and Makes Decisions					
Responds to situations and problems in a practical way.	4.0	5.0	5.5	5.7	4.5
Identifies and reasons through relevant factors before making decisions or forming conclusions.	5.0	6.0	6.5	5.0	3.5
Identifies problems or issues before they become obvious.	6.0	6.0	4.5	5.7	5.0
Identifies the most important aspects of complex problems or situations.	5.0	4.0	3.5	6.3	6.5
Logically breaks down complex tasks or issues into manageable pieces.	5.0	6.0	4.5	5.7	5.0
Sees connections between different situations or events that others might not see.	5.0	5.0	3.0	6.0	4.0
Sets priorities based on an accurate analysis of events and conditions.	4.0	6.0	3.5	6.7	5.5
Uses past experience to identify problems or situations that need attention.	7.0	5.0	6.0	6.0	4.5
Thinks of possible obstacles and consequences before making a decision.	4.0	5.0	5.0	7.0	4.0
Uses new ideas in combination with existing approaches to solve problems.	6.0	6.0	7.5	5.7	5.5
20. Seeks Innovation					
Addresses problems or issues creatively.	6.0	5.0	3.0	6.3	5.0
Comes up with original ideas.	6.0	7.0	6.5	6.0	5.0
Finds innovative changes to methods or approaches.	5.0	6.0	4.0	6.3	5.5
Suggests or starts new and different approaches.	8.0	8.0	4.0	6.3	3.5
Looks for new and different ways of doing things to improve performance.	7.0	5.0	2.5	5.7	4.0
21. Displays Flexibility					
Responds to co-workers' preferences to do things differently.	5.0	7.0	4.0	5.3	5.0
Adapts own behaviour or approach to match the needs of different situations.	4.0	6.0	4.0	6.7	5.5
Open to new ideas and approaches suggested by others.	8.0	6.0	5.5	7.0	5.0
Works effectively with people who do not see things the same way.	7.0	7.0	5.0	6.0	4.0

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Thinking and Deciding

22. Shows Organization Awareness

	Self	Supervisor	Co-worker	Direct Reports	Other
Takes actions that support the goals and activities of the work unit.	6.0	7.0	3.5	6.7	5.5
Knows how different groups and departments in the organization function.	5.0	7.0	8.5	6.0	4.5
Considers the impact of decisions on other work units and groups.	5.0	6.0	5.0	5.7	4.0
Shares important information about the work unit with other groups.	6.0	7.0	4.5	6.0	5.0
Supports business decisions made by management.	8.0	6.0	5.0	6.7	4.5
Knows where in the organization to look for answers.	4.0	6.0	2.5	5.7	3.0
Is aware of factors in industry and the community that affect the organization.	7.0	6.0	6.5	6.7	4.0

23. Learns Skills and Develops Capabilities

Seeks out and listens to feedback on personal performance and behaviour.	5.0	7.0	4.5	6.7	5.0
Shows interest in own career development.	5.0	6.0	6.0	6.7	5.5
Changes behaviour in response to feedback from others.	5.0	6.0	4.0	5.7	4.5
Learns from mistakes and does not repeat them.	5.0	7.0	4.0	6.0	5.5
Demonstrates the skills required to perform in the work role.	6.0	5.0	4.0	5.7	3.5
Keen to learn new skills and develop knowledge.	6.0	8.0	3.0	6.0	3.5

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Highest Behavioural Ratings

360

Item	Rating	Competency
Knows how different groups and departments in the organization function.	**6.4**	22. Shows Organization Awareness
Uses time and resources efficiently to complete tasks on schedule.	**6.2**	1. Plans Work Activities
Strongly influences opinions, ideas, and plans of co-workers.	**6.2**	16. Influences Others
Recognizes when feelings and behaviour don't match.	**6.1**	11. Shows Respect, Inclusiveness and Sensitivity
Shows interest in own career development.	**6.1**	23. Learns Skills and Develops Capabilities
Earns the trust of co-workers and employees.	**6.1**	5. Acts Responsibly and with Integrity
Uses new ideas in combination with existing approaches to solve problems.	**6.1**	19. Solves Problems and Makes Decisions
Comes up with original ideas.	**6.0**	20. Seeks Innovation
Expresses own opinions assertively.	**6.0**	16. Influences Others
Open to new ideas and approaches suggested by others.	**6.0**	21. Displays Flexibility
Seeks common ground in disagreements.	**5.9**	15. Handles Disagreement Constructively
Leads the work group in discussions of unit performance.	**5.9**	17. Mobilizes Activity Around a Clear Purpose
Sets work priorities based on the importance and urgency of tasks.	**5.9**	1. Plans Work Activities
Accurately and objectively assesses information.	**5.9**	18. Gathers and Analyzes Information
Gives co-workers credit for group accomplishments.	**5.9**	9. Displays Cooperation and Teamwork

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Lowest Behavioral Ratings

360

Item	Rating	Competency
Knows where in the organization to look for answers.	4.2	22. Shows Organization Awareness
Looks for new and different ways of doing things to improve performance.	4.4	20. Seeks Innovation
Accepts responsibility for outcomes of own decisions.	4.5	5. Acts Responsibly and with Integrity
Writes reports and memos clearly and concisely.	4.5	7. Expresses Ideas Clearly in Written Form
Takes action to improve employee satisfaction.	4.6	12. Fosters Teamwork
Sets clear goals for the unit.	4.6	17. Mobilizes Activity Around a Clear Purpose
Sees connections between different situations or events that others might not see.	4.6	19. Solves Problems and Makes Decisions
Demonstrates the skills required to perform in the work role.	4.6	23. Learns Skills and Develops Capabilities
Speaks clearly and understandably.	4.6	8. Expresses Ideas Clearly in Spoken Form
Able to develop a persuasive presentation.	4.9	16. Influences Others
Uses logical arguments, backed by facts and figures.	4.9	16. Influences Others
Involves co-workers in matters and decisions that impact them.	4.9	9. Displays Cooperation and Teamwork
Completes tasks to a high standard of quality and excellence.	4.9	2. Works to High Quality Standards
Practices what they preach.	4.9	5. Acts Responsibly and with Integrity
Monitors work progress against expected results.	4.9	1. Plans Work Activities

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

- Understand the industry and the strength of various locations and employees. Experienced professional with a strong background knowledge of the business.
- He is a decision maker and is assertive about his point of view.
- He understands the business and has extensive connection in it
- Communicates clear objectives and overcomes obstacles with a positive attitude
- Well organized, prioritizes effectively, is articulate.
- He builds relationships
- Calm demeanor, willing to examine and bring new processes into the organization.
- Comes across as a very credible individual that knows the business.

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

- Set better targets for his team to achieve.
- More exposure to different aspects of the business.
- Use the right people to negotiate contracts.
- Additional participation in projects; he often delegates to his personnel when he should be more involved directly.
- More interaction with peers
- Does not come across as friendly at first.
- Continue to invest in the development of a high performing sales team.
- Involve broader range of stakeholders when identifying future opportunities

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

- Communicate more directly and precisely.
- Give feedback in a more timely manner
- Support staff more through learning opportunities.
- Sometimes shows too much favoritism.
- He maintains and projects a very professional attitude and is confident.
- Keep up the positive attitude
- Ask for more feedback/ideas from staff.
- Be more open to change.

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