

STAR Core Leadership 360 Series - Individual Contributor

# Sophie Sample

5/10/19



Serviced by Assess to Succeed: AU +61 3 9016 4267 NZ +64 9 889 4461



This report contains feedback to help you improve your leadership skills. The fact that your raters have taken their time to share their opinions for your benefit is a sign of their commitment to your success and the success of your organization.

Individual feedback is averaged with feedback from others in the same rater category to identify trends AND to protect the anonymity of each person providing feedback. If that anonymity is compromised, it may damage your ability to use the feedback for improvement and inhibit the willingness of people to provide feedback in the future. Your self scores and your manager's scores are the only scores that are not anonymous.

This report will help you identify trends and teach you how to hold conversations to better understand the feedback without compromising the anonymity of those who provided feedback. If you follow the process outlined, this report will be a powerful leadership development tool for you.

**Before turning to the next page and exploring your results, please commit to the following:**

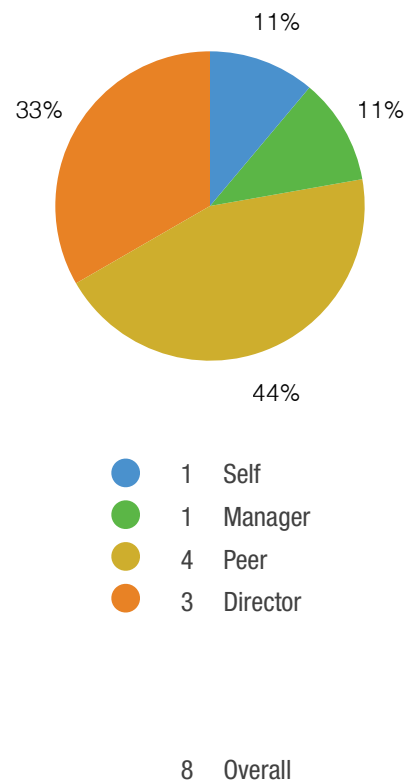
**Tips for success...**

- ...explore the feedback with an open mind and not dismiss what I don't understand**
- ...work to understand others' perspectives**
- ...seek to understand the feedback before acting**
- ...build and use an action plan**
- ...return to and use my report and action plan often so my skills improve over time**
- ...respect the anonymity of those who provided feedback**
- ...NEVER try to find out if a particular individual gave specific feedback**

# What's In This Report

	<u>Page</u>
<b>SECTION I. IDENTIFY</b>	
What You Are Being Asked To Do	2
How To Understand The Results	3
What To Improve WORKSHEET	4
<b>SECTION II. CLARIFY</b>	
Specific Next Steps (who to talk to and why)	5
What To Say	6
Who To Talk To WORKSHEET	7
Notes WORKSHEET	8
Readiness Check WORKSHEET	9
<b>SECTION III. Improve</b>	
Improvement Plan WORKSHEET	10
<b>SECTION IV. IMPROVE &amp; REPEAT</b>	
Duplicate Worksheet	11
<b>SECTION V. FEEDBACK DETAILS</b>	
Section Description	12
Competency Comparisons	13
Overall Score Comparisons	14
Overall / Self Gap Comparison	16
Skill Text and Scores	18
COMMENTS	

## Survey Respondents



## DEFINITIONS

**SKILL:** the item raters were asked to evaluate

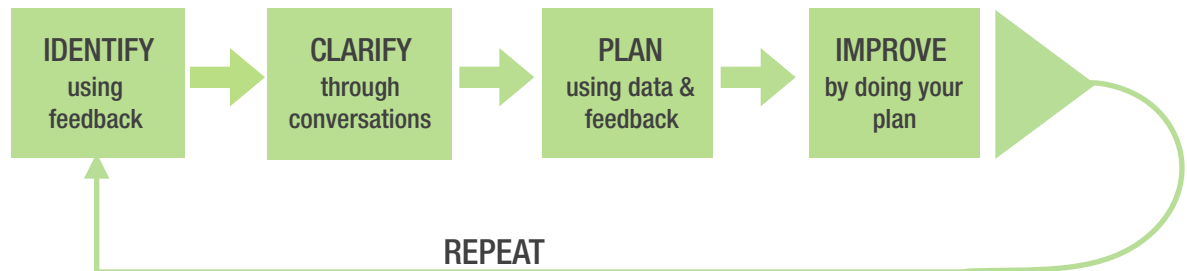
**SCORE:** the average of all answers given by a rater group

**OVERALL SCORE:** the average of all answers given by all raters except self

**GAP:** the difference between a rater group score and the self score

## What You Are Being Asked To Do

**Success drives success. You are being asked to improve, one skill at a time:**



### **Identify**

Your report will help you use the survey feedback to identify *one* skill to improve. (Working on many skills at once may cause you to lose focus or become discouraged.)

### **Clarify**

The people you work with are your best source for clarifying exactly what you need to do to improve. Your report guides you through how to hold conversations to get that information.

### **Plan**

The Improvement Plan worksheet helps you create a simple, actionable improvement plan.

### **Improve**

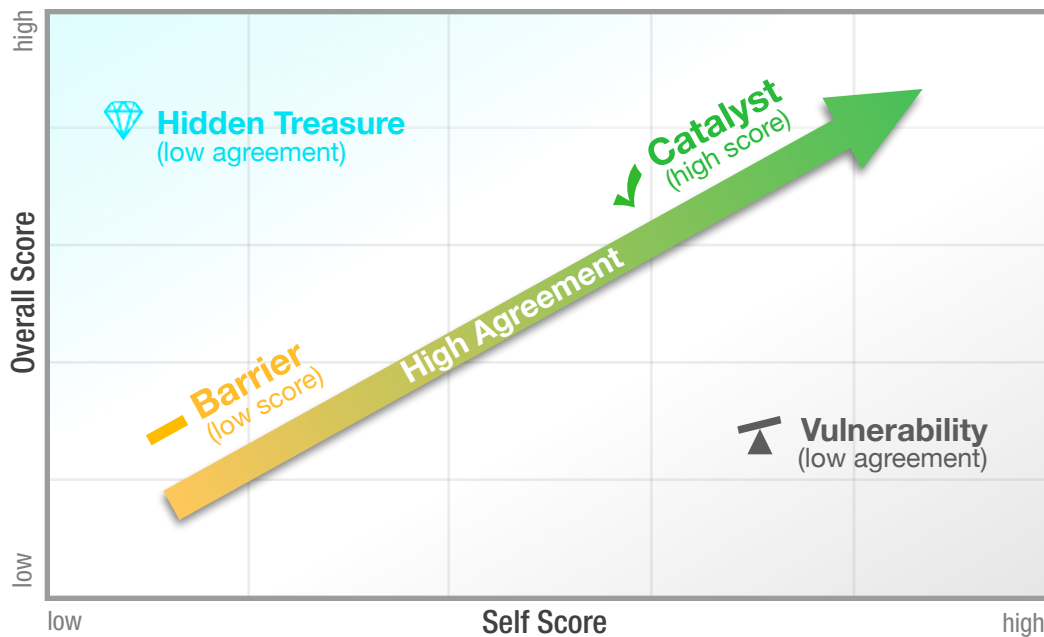
Turning a new behavior into a habit requires that you do what you plan to do.

### **Repeat**

Through your focused efforts, once your new behavior has become a habit, return to the report, select the next skill to improve, and repeat the process.

## I. IDENTIFY - How To Understand The Results

Based on the scores and agreement between scores, each skill falls somewhere on the chart below. Agreement is a measure of self-awareness. Focus your improvement efforts on items with the most significant results in each category below. The 5 most significant results for each category are listed on the next page.





**High Agreement** - between you and other raters about your skill indicates high self-awareness. The agreement enables you to focus on how to develop the skill. It is indicated by the **OVERALL SCORE**.


Areas of high agreement provide the opportunity for you to work on identifying specific actions to improve or build upon a skill.


**Low Agreement** - between you and other raters about your skill indicates potential low self-awareness, suggesting that you focus on understanding the difference in perception before working on developing the skill. It is indicated by the **GAP**.

Areas of low agreement necessitate that the you get more information before identifying actions to take.

 **Career Catalyst** - behaviors where there is agreement that your skill level is strong. These behaviors can accelerate your success.


 **Hidden Treasure** - skills with untapped potential. Others rated you much higher than you did, indicating you may have strengths you may not understand/be aware of.

 **Career Barrier** - behaviors where there is agreement that your skill level is low. These behaviors can block your success.

 **Vulnerability** - weak skills that may indicate a blind spot. Others rated you significantly lower than you did. You may be unaware that the skill may be blocking your success.

# I. IDENTIFY - What To Improve WORKSHEET

Below are the top 5 items in each category, based on your actual survey results. Review the results in each category and answer the questions at the bottom of the page.



### Career Catalyst

Overall Score:

8. Timely Information	4.8
14. Solicits Feedback	4.8
16. Validates Customers	4.6
13. Advocates	4.6
25. Stays On Task	4.6



### Hidden Treasure

Gap:


14. Solicits Feedback	0.8
-----------------------	-----



### Career Barrier

Overall Score:

6. Considerate	3.3
3. Handles Pressure	3.4
11. Listens	3.8
1. Energizes	3.8
4. Positive Influence	3.8



### Vulnerability

Gap:

6. Considerate	-1.8
3. Handles Pressure	-1.6
1. Energizes	-1.3
2. Empowers	-1.3
4. Positive Influence	-1.3

(Catalysts = 5 highest Overall scores. Barriers = 5 lowest Overall scores.)

(Gaps must be greater than .5 to appear in list.)





Using the above list of top 5 Career Catalysts, select a Career Catalyst that you can leverage to help you to improve other skills:



**Select the survey item that represents the first skill you would like to improve:**

Skill #: \_\_\_\_\_

Skill Text: \_\_\_\_\_

What type of skill have you selected:    

*You can make your selection from the top 5 above or study the feedback detail in Section V.*

## II. CLARIFY - Specific Next Steps (who to talk to and why)

Your manager, peers and direct reports can be the best sources to help you understand exactly how to improve. Initiating conversations and asking questions is the best way to get information. This section of the report will give you the essential talking points.

*Your goal is to listen and understand others' perspectives. After you understand, you can choose whether or not to include their suggestions in your personal improvement plan. Here are recommendations of who to talk to and why:*

### High Agreement: Identify Next Steps



**Talk To  
People You  
Interact With  
Frequently**

Your manager, peers and direct reports have the best insights on why the skill is a strength AND where you can use the skill more effectively.

#### Goal:

Identify how to build upon your strength and **maximize** this skill



**Talk To  
People Who Know  
of Resources For  
Improvement**

Your manager, leaders, trainers, or others who do the skill well can help you find books, classes, strategies and other resources you need to overcome the barrier.

#### Goal:

Identify how your skill is a barrier to your career and how to **remove** it

### Low Agreement: Get More Information



**Talk To People You  
Trust and Will  
Coach You**

People you work with who are genuinely interested in your success can give you honest feedback and coaching and help you understand and maximize the skill.

#### Goal:

Understand your ability in this skill and how to **utilize** it more often



**Talk To  
People You Trust &  
Who Influence  
Your Career**

Career decision makers and people who influence their decisions can describe the impact of your skill on your career and how to overcome the vulnerability.

#### Goal:

Understand why this is a vulnerability and how to **overcome** it

These conversations will help you understand others' perspectives, so you are better equipped to develop an action plan.

- Listen respectfully - there are no right or wrong answers.
- There is no need to defend or argue - you are only trying to understand perspectives.
- Thank people for sharing - they have taken time to help you in your career.



## II. CLARIFY - What To Say

Knowing what to ask and how to ask it can be difficult. Here's specific wording to help you get started.

What To Ask			
	Introduction	Ask For An Example	Follow Up
High Agreement: Identify Next Steps	 ...sharing your perspective of what I do well in the area of (goal) and how I can best maximize that skill?	...where or when I could have used the skill from my goal but did not?	What other opportunities are there for me to utilize this skill?
	 ...helping me learn how to improve in the area of (goal)?	...what you think I need to do to improve in that area?	What would you recommend to someone trying to improve this skill?
Low Agreement: Get More Information	 ...sharing your perspective of what I do well in the area of (goal) and how others respond to that skill?	...specifically what I do well in that area?	What can I do to enhance and maximize this skill?
	 ...helping me understand the impact (goal) has on my success?	...how my performance in (goal) has impacted my success?	What do you think I need to do to better address this skill area?

***Now you know what to ask, enjoy the conversations. Your understanding of how others perceive your skills will help you develop an action plan that will help you succeed.***

The worksheet on the next two pages will help you plan and initiate conversations.

## II. CLARIFY - Who To Talk To WORKSHEET

Select people you want to talk to about the skill you are going to improve. The best source for information varies according to skill category. Use the following guide to help you select the appropriate people.

Select People...



You Interact With  
Frequently



Who Can Identify  
Resources



You Trust & Will  
Coach You



You Trust & Influence  
Your Career

Identify three or more people you will talk with, then make appointments.

Person

Appointment

1 \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

2 \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

3 \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

4 \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

5 \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

## II. CLARIFY - Notes WORKSHEET

Now you've clarified who to talk to, what you want to learn and what questions to ask, initiate the conversations and answer the following questions.

**How does my behavior/skill impact others?**

---

---

---

---

---

---

---

---

**How can I adjust my behavior/skill to use the skill more effectively?**

---

---

---

---

---

---

---

---

**What resources are available to help me improve this skill?**

---

---

---

---

---

---

---

---

## II. CLARIFY - Readiness Check WORKSHEET

Your conversations with others may have given you insight into what to change, how to change and why it's important. Before you make a plan to change, take a moment and make sure you have everything to succeed by reviewing this change-readiness checklist.

Depending on the type of skill you have chosen to change, your plans should:



MAXIMIZE  
this skill



REMOVE  
this barrier



UTILIZE  
this skill



OVERCOME this  
vulnerability

*Before you proceed creating your plan, do a quick check and make sure you are prepared to plan:*

\_\_\_ I understand how others perceive the behavior I need to improve/change

\_\_\_ I understand what to do to change/improve the behavior

\_\_\_ I have discussed my selection and ideas for change with my manager

\_\_\_ I have identified the resources I need to be successful

\_\_\_ I have a way to track my progress

\_\_\_ On a scale of 1 - 5, with 1 being "None" and 5 being "Excited to do this",  
my motivation to change is a 3 or above

\_\_\_ I have someone who will encourage me as I work to change/improve

*If you cannot check all of the boxes, discuss the issue with your manager and gather more data before preparing your plan. If you can check all the boxes, proceed to the next page and prepare your plan.*

### III. IMPROVE - Improvement Plan WORKSHEET

The skill I am going to improve is:

Which is a:    

To improve this skill, I am going to do the following on a regular basis:

Tasks:	Deadline:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

I will know I have made progress when:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I will discuss my progress with my manager on: \_\_\_\_\_

As you implement your plan and get feedback from others, you may adjust your plan. Please note the adjustments below:

\_\_\_\_\_  
Signed (participant)

\_\_\_\_\_  
Signed (manager)

## IV. IMPROVE & REPEAT

Once you have accomplished your development goal, return to the report, select a new skill and repeat the process. This is an additional Plan Worksheet for you to copy and use each time.

The skill I am going to improve is:

Which is a:    

To improve this skill, I am going to do the following on a regular basis:

Tasks:

Deadline:


I know I will have made progress when:


I will discuss my progress with my manager on: \_\_\_\_\_

As you implement your plan and get feedback from others, you may adjust your plan. Please note the adjustments below:

\_\_\_\_\_  
Signed (participant)

\_\_\_\_\_  
Signed (manager)

# V. FEEDBACK DETAILS

The following sections of the report display the details of your feedback. Some people like tables, others like charts. We've provided both.

Do not feel like you have to look at all the pages. Find the charts and tables that are most useful for you and don't worry about the rest. Here's what's in each section:

**Competency Comparisons:** A competency is a collection of related skills. These competency sections display the average scores for each rater group, for all skills in each competency.

**Overall Score Comparisons:** This page displays the scores for each skill, organized high to low. Your greatest strengths are at the top of the graph. Your most significant weaknesses are at the bottom of the graph. The table to the right displays the Self and Manager score.

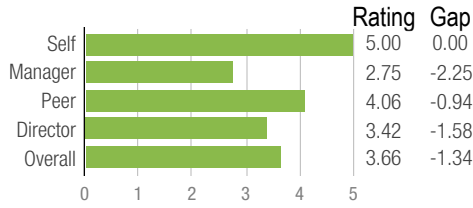
**Overall / Self Gap Comparison:** This page displays the gap between the overall score and your score for each skill. The skills are organized with the highest positive gap at the top - these are potential Hidden Treasures - and the greatest negative gaps at the bottom - these are potential Vulnerabilities.

**Skill Text and Graphs for Each Skill:** These pages display each skill and related scores in numerical order. It includes the complete skill text and the short summary text. The skill results are displayed in a graphical format.

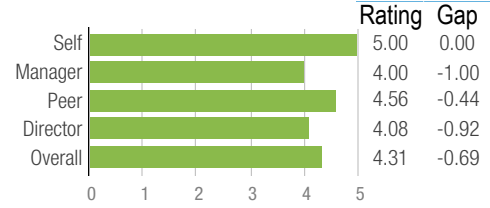
# V. FEEDBACK - Competency Comparisons

This section displays the average rater group score for each competency.

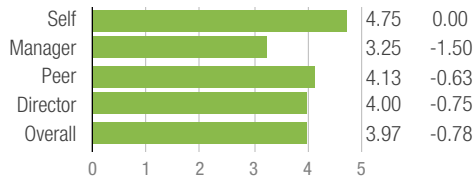
## 1 Interpersonal (IP)



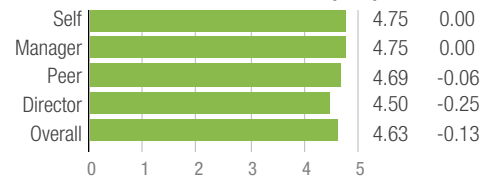
## 2 Communication (CM)



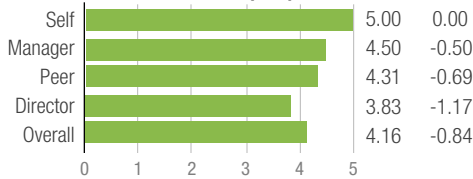
## 3 People Orientation (PO)



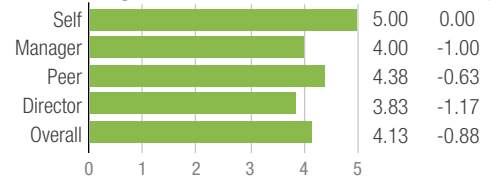
## 4 Customer Orientation (CO)



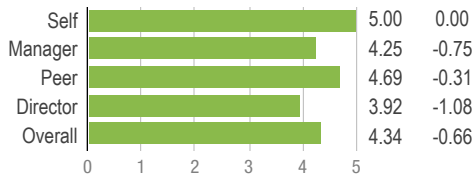
## 5 Team Orientation (TO)



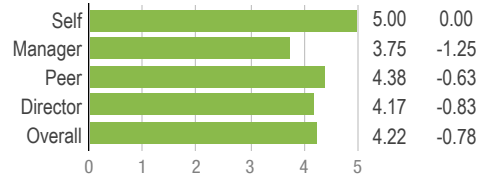
## 6 Strategic Orientation / Innovation (SO)



## 7 Productivity (PD)



## 8 Professionalism (PR)



1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always



## V. FEEDBACK - Overall Score Comparisons

The questions below are listed by Overall score. The highest Overall score is at the top of the list and the lowest Overall score is at the bottom. The Overall score is the average of all responses except Self.

Competency	Question	Overall Score	Self Score	Manager Score
Communication (CM)	8. Timely Information	4.75	5.00	5.00
Customer Orientation (CO)	14. Solicits Feedback	4.75	4.00	5.00
Customer Orientation (CO)	16. Validates Customers	4.63	5.00	5.00
Customer Orientation (CO)	13. Advocates	4.63	5.00	5.00
Productivity (PD)	25. Stays On Task	4.63	5.00	5.00
Communication (CM)	5. Truthful	4.63	5.00	4.00
Communication (CM)	7. Courage	4.63	5.00	5.00
Professionalism (PR)	29. Ethical	4.63	5.00	5.00
Customer Orientation (CO)	15. Positive Relationships	4.50	5.00	4.00
Productivity (PD)	26. Manages Time	4.38	5.00	4.00
Professionalism (PR)	30. Follows Through	4.38	5.00	4.00
Strategic Orientation / Innovation (SO)	21. Takes Ownership	4.38	5.00	5.00
Productivity (PD)	27. Meets Deadlines	4.25	5.00	4.00
People Orientation (PO)	12. Celebrates Success	4.25	5.00	4.00
Team Orientation (TO)	17. Dependable	4.25	5.00	5.00
Team Orientation (TO)	20. Shares Knowledge	4.13	5.00	4.00
Strategic Orientation / Innovation (SO)	22. Aligns Goals	4.13	5.00	4.00
Team Orientation (TO)	19. Collaborates	4.13	5.00	4.00
Team Orientation (TO)	18. Team Focused	4.13	5.00	5.00
Productivity (PD)	28. Prioritizes	4.13	5.00	4.00
Strategic Orientation / Innovation (SO)	23. Contributes Ideas	4.00	5.00	4.00
Professionalism (PR)	31. Open to Input	4.00	5.00	3.00
Strategic Orientation / Innovation (SO)	24. Transfers Learning	4.00	5.00	3.00
People Orientation (PO)	10. Interested in People	4.00	5.00	3.00
People Orientation (PO)	9. Honors Differences	3.88	5.00	3.00

## V. FEEDBACK - Overall Score Comparisons

The questions below are listed by Overall score. The highest Overall score is at the top of the list and the lowest Overall score is at the bottom. The Overall score is the average of all responses except Self.

Competency	Question	Overall Score	Self Score	Manager Score
Professionalism (PR)	32. Self Aware	3.88	5.00	3.00
Interpersonal (IP)	2. Empowers	3.75	5.00	3.00
Interpersonal (IP)	4. Positive Influence	3.75	5.00	3.00
Interpersonal (IP)	1. Energizes	3.75	5.00	3.00
People Orientation (PO)	11. Listens	3.75	4.00	3.00
Interpersonal (IP)	3. Handles Pressure	3.38	5.00	2.00
Communication (CM)	6. Considerate	3.25	5.00	2.00

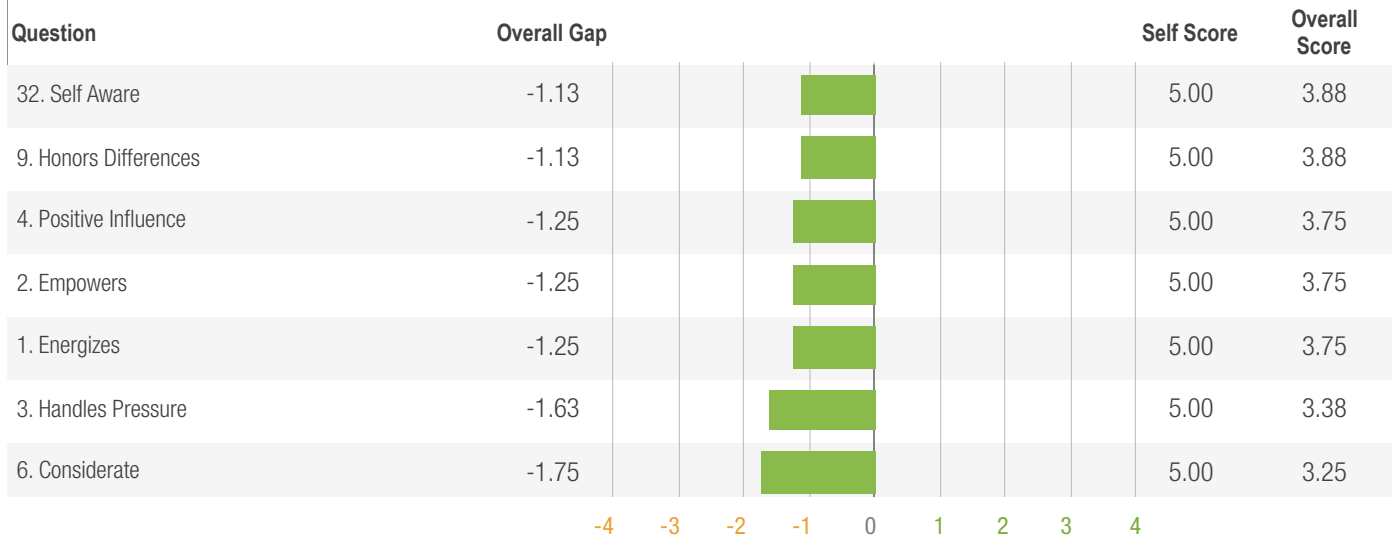
## V. FEEDBACK - Overall / Self Gap Comparison

This graph displays the gap score showing the difference between the Overall score and the Self score for each question. Bars to the right of (0) are potential Hidden Treasures. Bars to the left of (0) are potential Vulnerabilities.



## V. FEEDBACK - Overall / Self Gap Comparison

This graph displays the gap score showing the difference between the Overall score and the Self score for each question. Bars to the right of (0) are potential Hidden Treasures. Bars to the left of (0) are potential Vulnerabilities.

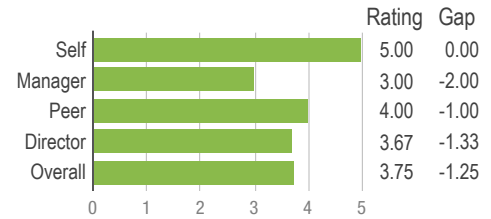


## V. FEEDBACK - Skill Text and Scores

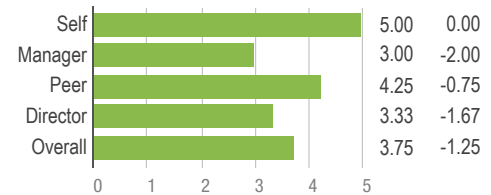
## Interpersonal (IP)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

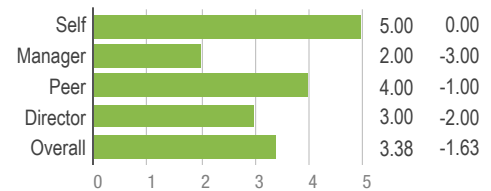
**1. Energizes** Inspires enthusiasm in others



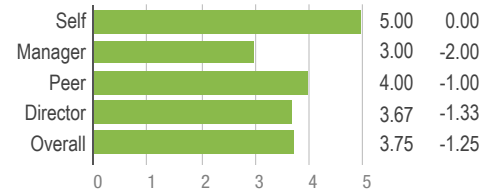
**2. Empowers** Builds positive relationships with coworkers



**3. Handles Pressure** Personally maintains composure under pressure, even when feeling stressed or tired



**4. Positive Influence** Is positive and enthusiastic.



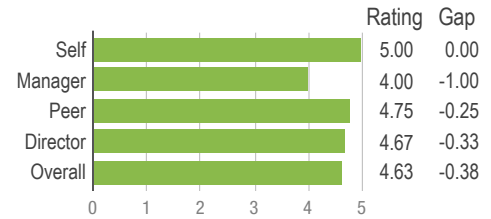
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## V. FEEDBACK - Skill Text and Scores

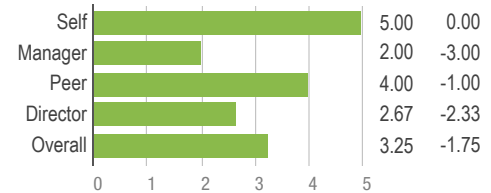
## Communication (CM)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

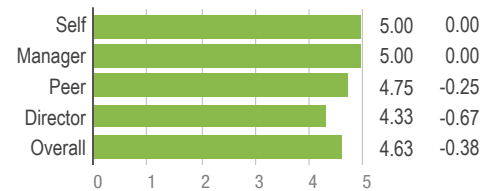
<b>5. Truthful</b>	Consistently communicates truthfully
--------------------	--------------------------------------



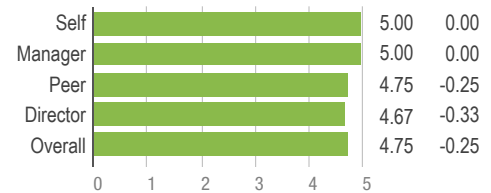
<b>6. Considerate</b>	Uses tact and consideration with others
-----------------------	---



<b>7. Courage</b>	Demonstrates the courage to voice sensitive issues that need to be addressed
-------------------	--



<b>8. Timely Information</b>	Shares timely information with management
------------------------------	---



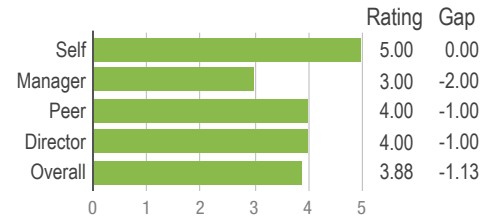
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## V. FEEDBACK - Skill Text and Scores

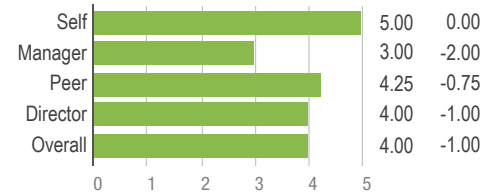
## People Orientation (PO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

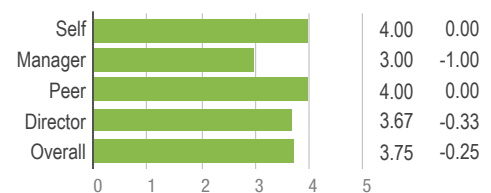
**9. Honors Differences** Treats others as honored equals, modeling tolerance and acceptance of differences



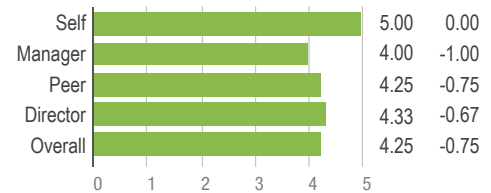
**10. Interested in People** Shows a sincere interest in people as individuals



**11. Listens** Listens without interrupting



**12. Celebrates Success** Participates in recognizing jobs well done



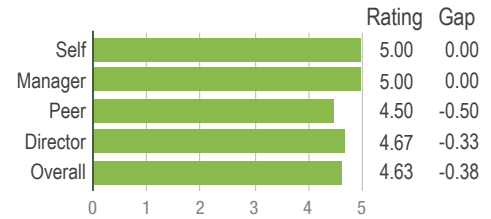
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## V. FEEDBACK - Skill Text and Scores

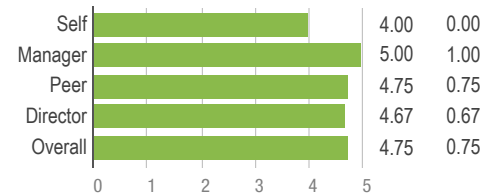
## Customer Orientation (CO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

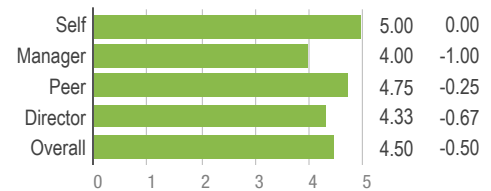
**13. Advocates**      Advocates customers' perspectives



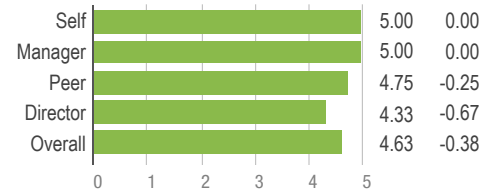
**14. Solicits Feedback**      Actively seeks feedback from customers



**15. Positive Relationships**      Maintains positive relationships with customers, suppliers, etc.



**16. Validates Customers**      Interacts with internal and external customers so they feel well-treated



1 = Never   2 = Rarely   3 = Sometimes   4 = Often   5 = Always

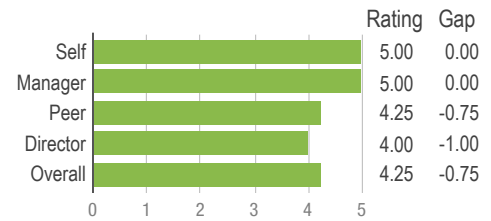


## V. FEEDBACK - Skill Text and Scores

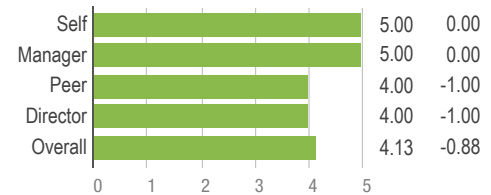
## Team Orientation (TO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

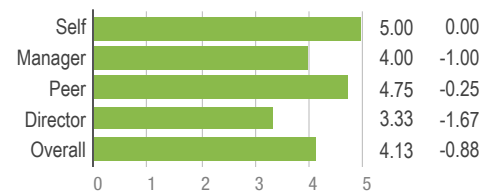
**17. Dependable** Demonstrates a strong commitment to team's success



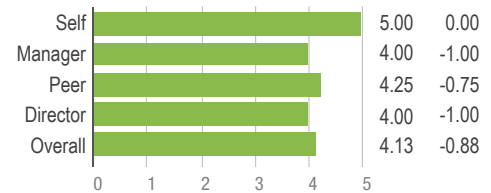
**18. Team Focused** Puts the good of the group ahead of self interest



**19. Collaborates** Collaborates with team members to accomplish goals and resolve problems



**20. Shares Knowledge** Shares knowledge, information and experience to help others do their jobs better



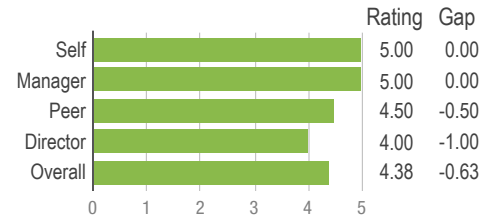
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## V. FEEDBACK - Skill Text and Scores

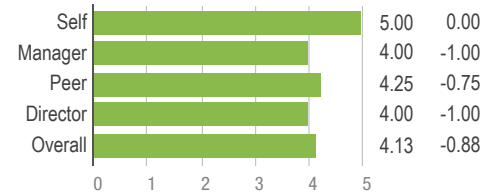
## Strategic Orientation / Innovation (SO)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

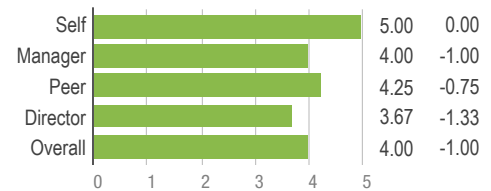
**21. Takes Ownership** "Owns" their area of responsibility



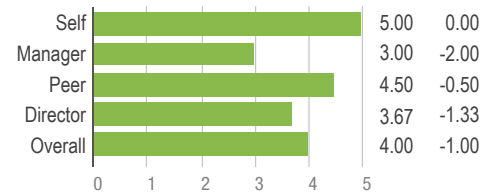
**22. Aligns Goals** Acts to align own efforts with organizational goals



**23. Contributes Ideas** Proposes well thought-out ideas for process improvement and problem solving



**24. Transfers Learning** Transfers learning from one situation to another



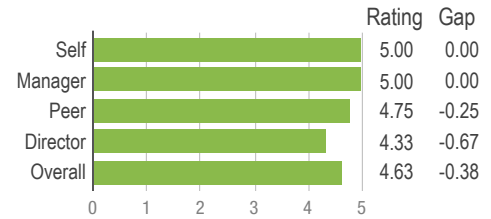
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## V. FEEDBACK - Skill Text and Scores

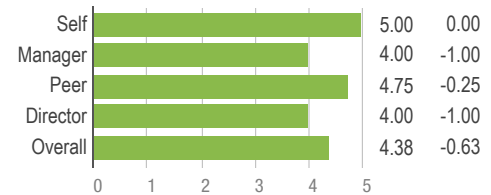
## Productivity (PD)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

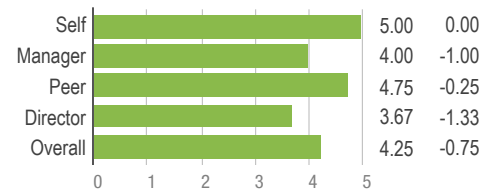
<b>25. Stays On Task</b>	Stays focused on tasks through completion
--------------------------	---



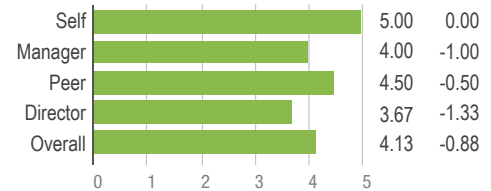
<b>26. Manages Time</b>	Effectively manages time to improve personal efficiency
-------------------------	---



<b>27. Meets Deadlines</b>	Meets deadlines. Delivers expected results
----------------------------	--



<b>28. Prioritizes</b>	Spends time on what's important
------------------------	---------------------------------



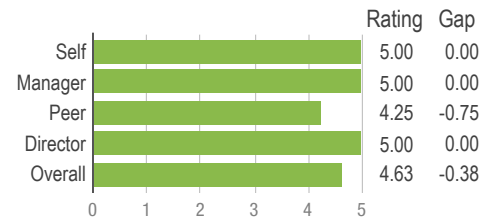
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## V. FEEDBACK - Skill Text and Scores

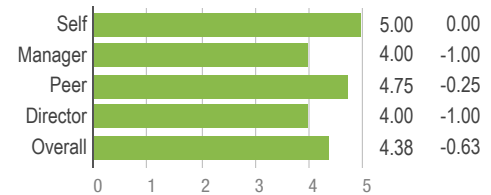
## Professionalism (PR)

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

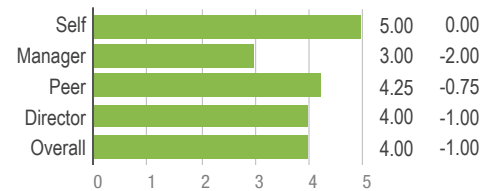
**29. Ethical** Acts ethically and morally in all practices and relationships



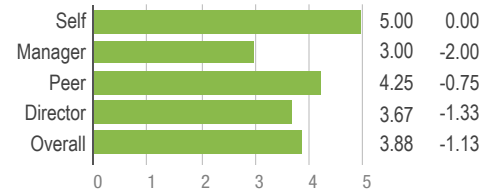
**30. Follows Through** Consistently follows through with commitments



**31. Open to Input** Is open to criticism. Constructively receives suggestions from others



**32. Self Aware** Assesses self accurately



1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

## COMMENTS

### What should I START doing to maximize my interpersonal effectiveness?

#### Self

- Create relationships with different personalities/leadership styles to better my communication with others.

#### Manager

• Be open to suggestions for efficiencies/improvements. Understand that individuals are at various places in their professional journey and to not become frustrated if they are challenged with various tasks - See the opportunity within the challenge to help a teammate grow and to grow personally as a leader.

#### Peer

- Smile more often
- Sophie should start sharing the best practices/knowledge she seeks out and finds about the industry changes with her colleagues. Sophie always shares these nuggets of "gold" she is implementing/using with her customers. It would be helpful to share those with her colleagues so everyone can succeed at her level.
- Extend this energy outside of the department

#### Director

- Have a better gauge of when to push and back down with others.
- Being mindful of the language (demand versus request), both in emails and verbal communications. This also includes the way she expresses her feelings and opinions (making sure it does not come across as impatient or demanding). In addition to being cognizant of her nonverbal communication with peers and other employees.
- Asking more questions and thinking through all sides and perspectives of a situation.

### What should I STOP doing to maximize my interpersonal effectiveness?

#### Self

- I should stop utilizing my business unit as my only resource - there are so many resources to take advantage of in our company!

#### Manager

- Must continue to develop the ability to remain calm when faced with conflict/challenge.

#### Peer

- Try not to show anger when facing rejection or member cancellation.
- N/A

#### Director

• Isolating and not seeking advice, guidance, and direction from others and acting like someone that has the answers. Independence is great, however, there is a lot that Sophie can learn from some of the more tenured associates, including the communication, managing the ups and downs, and the daily business needs.

- Arguing when in disagreement. Become more diplomatic in her approach.

### What should I CONTINUE doing to maximize my interpersonal effectiveness?

#### Self

- Continue to learn how to effectively communicate with different personality/leadership types.

#### Manager

• Make time to step back and see the opportunity within every interaction. Sophie must continue to develop skill sets that allow her to navigate various situations and produce the result she desires.

#### Peer

- Sharing best practices with the team.

- Sophie is a go-getter and eager to learn more about the industry and what will help her customers; she should continue this effort as it shows caring, interest and builds strong, deeper relationships with her customers.

- Continue lead by example.

### **Director**

- Active listening (listening to what others are saying instead of listening just to respond to them, especially customers and manufacturers)

Being punctual

Having a clear goal in place for her personal growth (developing a clear end state-I think this is lacking today-but I don't have visibility to it)

- Being positive, personable, and helpful.