

Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey

November 2024

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

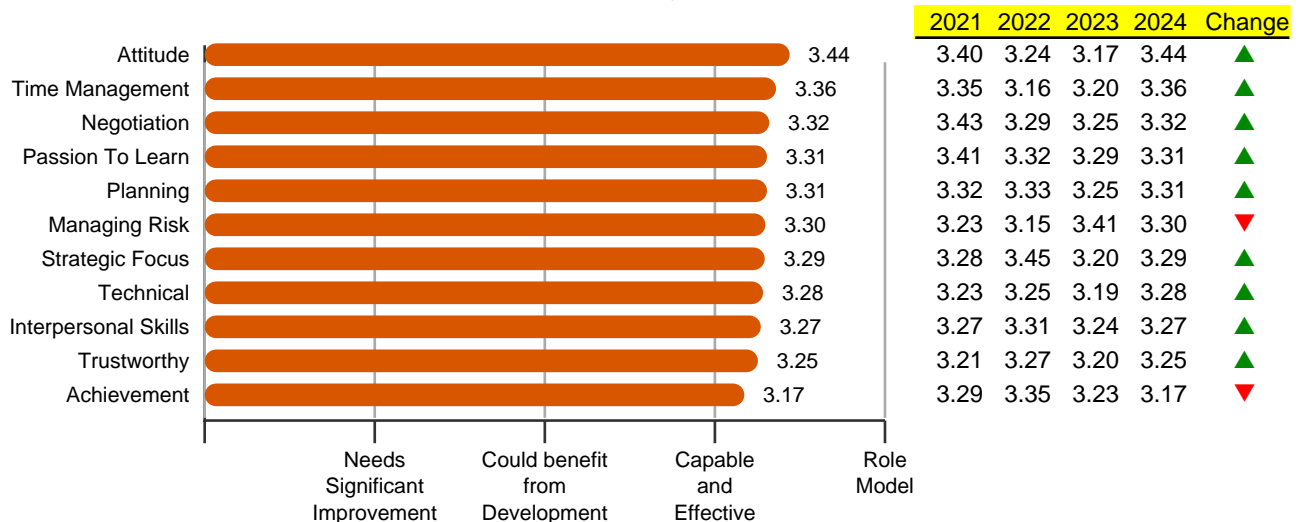
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Interpersonal Skills

Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 1. I am honest about making mistakes and willing to fix them. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 2. I am transparent and honest in communications, intentions, and actions. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 3. I demonstrate positive behaviors for others to follow. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. You effectively manage conflicts by dealing with them directly and immediately | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 5. I demonstrate a high degree of ethics and integrity in the workplace. | 14 | 3.21 | 85.7 | 14% | 50% | 36% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 1. I am honest about making mistakes and willing to fix them. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. I am transparent and honest in communications, intentions, and actions. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. I demonstrate positive behaviors for others to follow. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. You effectively manage conflicts by dealing with them directly and immediately | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. I demonstrate a high degree of ethics and integrity in the workplace. | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |

Passion To Learn

High level of curiosity and committed to their professional development.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 6. You are open minded and curious about learning new skills. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 7. You hold self and associates accountable for goal achievement. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 8. You are committed to enhancing your own knowledge and skills. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 9. You inspire others to learn new things. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 10. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 6. You are open minded and curious about learning new skills. | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. You hold self and associates accountable for goal achievement. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. You are committed to enhancing your own knowledge and skills. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. You inspire others to learn new things. | 3.53 | 3.40 | 3.60 | 3.27 | -0.33 ▼ |
| 10. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |

Attitude

Exhibits and maintains a positive disposition.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 11. You are gracious and professional in your interactions with others. | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 12. You build open and trusting relationships. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 13. You contribute to a positive work environment. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 14. You treat all people fairly and with respect. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 15. You work to eliminate unnecessary work or barriers that get in others' way. | 15 | 3.53 | 100.0 | 47% | | 53% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 11. You are gracious and professional in your interactions with others. | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. You build open and trusting relationships. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. You contribute to a positive work environment. | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. You treat all people fairly and with respect. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |
| 15. You work to eliminate unnecessary work or barriers that get in others' way. | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |

Time Management

Effective time management means using time wisely, working on tasks that have the maximum value, tackling issues immediately and achieving a high level of productivity.

Time management means being prompt, working at a fast pace, displaying a bias for action and keeping close track of time.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 16. You optimize time management through automation. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 17. You encourage colleagues to spend more time on work related activities. | 15 | 2.93 | 73.3 | 27% | 53% | | 20% |
| 18. I consistently meet the project schedule. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 19. You are productive for the majority of time spent during the day. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 20. I am never late for work. | 15 | 3.47 | 100.0 | | 53% | | 47% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 16. You optimize time management through automation. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. You encourage colleagues to spend more time on work related activities. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. I consistently meet the project schedule. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. You are productive for the majority of time spent during the day. | 3.13 | 2.87 | 3.53 | 3.53 | |
| 20. I am never late for work. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |

Achievement

A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 21. <u>You establish Specific Measurable Achievable Realistic and Timed (SMART) goals.</u> | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 22. I take calculated risks to achieve difficult goals. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. You hold others to high standards of achievement. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 24. You set challenging goals for the department. | 15 | 3.13 | 80.0 | 7% 13% | 40% | | 40% |
| 25. I increase revenue for the company. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 21. <u>You establish Specific Measurable Achievable Realistic and Timed (SMART) goals.</u> | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. I take calculated risks to achieve difficult goals. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. You hold others to high standards of achievement. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. You set challenging goals for the department. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |
| 25. I increase revenue for the company. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |

Technical

An expert in their field. Employee has the technical expertise to perform their job at a high level.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|------------|
| 26. You demonstrate mastery of the technical competencies required in your work. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 27. You willingly share information and expertise; sought out as resource by others | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 28. You willingly share your technical expertise; sought out as resource by others | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. You know how to produce high quality products/work. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 30. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 26. You demonstrate mastery of the technical competencies required in your work. | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. You willingly share information and expertise; sought out as resource by others | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. You willingly share your technical expertise; sought out as resource by others | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. You know how to produce high quality products/work. | 3.21 | 3.20 | 3.20 | 3.20 | |
| 30. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice. | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |

Managing Risk

Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing risks to reduce the occurrence of, or minimize the impact of, adverse events or identify potential opportunities. Effective risk management can improve responsiveness to adverse events and the information gathered from risk management can help improve strategic decision making.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 31. I minimizes operational setbacks and delays. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 32. You use risk management to remain in compliance with regulations. | 14 | 3.29 | 100.0 | | 71% | 29% | |
| 33. You identify and mitigate risks while making informed, strategic decisions. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 34. I decide what actions will be taken. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 35. You seek to increase safety in the workplace. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 31. I minimizes operational setbacks and delays. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. You use risk management to remain in compliance with regulations. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. You identify and mitigate risks while making informed, strategic decisions. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. I decide what actions will be taken. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |
| 35. You seek to increase safety in the workplace. | 3.20 | 3.27 | 3.13 | 3.13 | |

Trustworthy

Is trusted by others. Builds and maintains trust with others. Is open and honest.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 36. You demonstrate congruence between statements and actions. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. You take care to maintain confidential information. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 38. You build and maintain the trust of others. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 39. You take ownership, deliver on commitments | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 40. You consistently keep commitments. | 15 | 3.33 | 100.0 | | 67% | | 33% |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 36. You demonstrate congruence between statements and actions. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 ▼ |
| 37. You take care to maintain confidential information. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 ▲ |
| 38. You build and maintain the trust of others. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 ▼ |
| 39. You take ownership, deliver on commitments | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 ▲ |
| 40. You consistently keep commitments. | 3.00 | 3.20 | 3.27 | 3.33 | +0.07 ▲ |

Negotiation

Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 41. You influence others through rational argument and persuasion. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. You are able to control your emotional responses and correctly gauge the emotions of others. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 43. You demonstrate emotional stability to facilitate productive problem-solving and relationship building. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. I foster a robust, collaborative setting; sets clear expectations; and introduces an agenda that matches priorities. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 45. You are able to say "no" when it is essential to maintaining quality and high standards. | 15 | 3.47 | 100.0 | | 53% | 47% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 41. You influence others through rational argument and persuasion. | 3.47 | 3.20 | 2.93 | 3.33 | +0.40 ▲ |
| 42. You are able to control your emotional responses and correctly gauge the emotions of others. | 3.27 | 3.53 | 3.13 | 3.40 | +0.27 ▲ |
| 43. You demonstrate emotional stability to facilitate productive problem-solving and relationship building. | 3.87 | 3.13 | 3.20 | 3.13 | -0.07 ▼ |
| 44. I foster a robust, collaborative setting; sets clear expectations; and introduces an agenda that matches priorities. | 3.33 | 3.27 | 3.87 | 3.27 | -0.60 ▼ |
| 45. You are able to say "no" when it is essential to maintaining quality and high standards. | 3.20 | 3.33 | 3.13 | 3.47 | +0.33 ▲ |

Strategic Focus

Strategic Focus is the ability to analyze the business environment, think strategically and identify issues. To create a strategy, implement it, and lead the department/organization in adopting the changes necessary.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 46. I develop strategies that are practical and can be feasibly implemented within a reasonable period of time. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 47. You exhibit a strategic orientation to identify and capitalize on opportunities to advance the organization. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 48. You focus efforts on specific marketing strategies. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 49. You create deadlines for various components of the strategy. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 50. You are able to decline a poor strategy by proposing alternate strategies. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 46. I develop strategies that are practical and can be feasibly implemented within a reasonable period of time. | 3.27 | 3.40 | 3.20 | 3.40 | +0.20 ▲ |
| 47. You exhibit a strategic orientation to identify and capitalize on opportunities to advance the organization. | 3.33 | 3.40 | 3.20 | 3.20 | |
| 48. You focus efforts on specific marketing strategies. | 3.60 | 3.33 | 3.20 | 3.20 | |
| 49. You create deadlines for various components of the strategy. | 3.00 | 3.47 | 3.13 | 3.47 | +0.33 ▲ |
| 50. You are able to decline a poor strategy by proposing alternate strategies. | 3.20 | 3.67 | 3.27 | 3.20 | -0.07 ▼ |

Planning

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations. Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 51. I am good at planning for the "unexpected". | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 52. I set the appropriate sequence of tasks to ensure completion of the project. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 53. You anticipate potential challenges, develops plan to overcome them and then carries out the plan. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 54. I can create a timeline for events and monitors progress. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 55. I can initiate the planning process by defining the scope of the project. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 51. I am good at planning for the "unexpected". | 3.47 | 3.47 | 3.13 | 3.53 | +0.40 ▲ |
| 52. I set the appropriate sequence of tasks to ensure completion of the project. | 3.47 | 3.00 | 3.60 | 3.27 | -0.33 ▼ |
| 53. You anticipate potential challenges, develops plan to overcome them and then carries out the plan. | 3.20 | 3.20 | 3.13 | 3.33 | +0.20 ▲ |
| 54. I can create a timeline for events and monitors progress. | 3.20 | 3.60 | 3.13 | 3.40 | +0.27 ▲ |
| 55. I can initiate the planning process by defining the scope of the project. | 3.27 | 3.40 | 3.27 | 3.00 | -0.27 ▼ |