

## Corporate Leadership Needs Assessment

For:  
**Kliic**

Executive Leadership Team



This Leadership Needs Assessment is designed to support leadership development at all levels of management. The specific findings presented may enable you to identify and address current and future challenges at both the tactical and strategic levels.

SAMPLE

Participant Summary		
Respondent Type	Invited	Completed
Prime	3	3
Group 1	3	3
Group 2	3	3
Group 3	3	3
<b>Total Participants</b>	<b>12</b>	<b>12</b>

Date Initiated: Mar 21, 2018

Date Printed: Feb 21, 2019

Assessment Type: Leadership

Assessment Class: Group

**Excellence begins with you ...**

Page	Section
1	Table of Contents
2	Introduction
3	Methodology
4	About The Journey
5	Results Summary - Competency
6	Results Summary - Cluster/Group
7	Results Summary - Key Findings
8	Results Summary - Spider Chart
9	Competency 1: Accountability and Ownership
11	Competency 2: Analytical and Critical Thinking
13	Competency 3: Coaching
15	Competency 4: Communication (Interpersonal)
17	Competency 5: Creativity and Creative Thinking
19	Competency 6: Customer/Client Focus
21	Competency 7: Decision Making
23	Competency 8: Delegation and Empowerment
25	Competency 9: Goal Setting and Goal Focus
27	Competency 10: Influence and Persuasion
29	Competency 11: Integrity and Ethics
31	Competency 12: Leading Others
33	Competency 13: Managing Conflict
35	Competency 14: Managing Projects
37	Competency 15: Managing and Supporting Change
39	Competency 16: Problem Solving
41	Competency 17: Results Focus
43	Competency 18: Self-Management
45	Competency 19: Supportive Discipline
47	Competency 20: Teamwork and Collaboration
49	Competency 21: Time Management and Prioritization
51	Direct Feedback - Strengths (If and where available)
52	Direct Feedback - Opportunity (If and where available)
53	Direct Feedback - Key Insights (If and where available)

**Why?**



Because there is always room to grow.

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Welcome to the **Executive Leadership Team** results of your **Leadership Needs Assessment - Advanced**.

## What is a Organizational Needs Assessment all about?

This Organizational Needs Assessment is a confidential Multi-Rater assessment that involves securing feedback from the significant people both within the organization and external to the organization. This Multi-Rater instrument will provide a solid foundation to support the organizations goals, current and future key initiatives, and to foster excellence enterprise-wide. Within this aggregated report are the details of the perceptions and feedback of the Raters who provided input.

This report is intended to:

- Help the organization identify its professional strengths and areas in need of improvement.
- Demonstrate openness to feedback and a commitment to improvement.
- Provide a starting point for future conversations about how the organization's performance can be enhanced and goals achieved.
- Provide candid and constructive feedback (a quantitative and qualitative baseline) that allows progress to be assessed over time.

## Purpose

This report is designed to provide objective feedback. The results of this feedback have been collated and analyzed to create an accurate picture of the organization's performance and ability. The report starts with a high-level overview and progresses into greater detail as you move forward. It is recommended that readers review the entire report before taking any action. Keep an open mind as you review the numeric data. Also be sure to read the comments (if any) that the Raters may have provided. The written data may provide a useful qualitative understanding of the perceptions of the Raters. Once you have familiarized yourself with the report and the overall results, then you can go back and look for patterns, inconsistencies, and any general themes that may emerge.

The objectives of this process are to help the organization assess its performance (in relation to specific goals), clarify perceptions of others, prioritize development needs, and the action plans to address those needs. Potential areas for improvement are highlighted and should become actionable through some type of organizational debrief and planning process. In some cases, inconsistencies in the results may mean that others see the organization from a different perspective and/or value system.

## What are the benefits?

The benefits of a Organizational Needs Assessment include:

- 1/ Increased organizational awareness and insight (i.e. discover blind spots).
- 2/ Identify and understand the organization's strengths and opportunities - from the point of view of the Raters.
- 3/ Greater ownership and control of decision-making process - e.g. decisions can better support long-term goals and needs.
- 4/ Make challenges and opportunities for development clearly visible and actionable.
- 5/ Provide a clear understanding of the mechanisms that drive individual behavior (in ways that support organizational performance).
- 6/ Generate detailed insight into ways that support lasting organizational change and reinforce the desired behaviors.
- 7/ Focus on the broader performance issues that yield the highest leverage, optimal results and overall productivity improvements.
- 8/ Communicate the organization's core values, desire and commitment to foster positive culture change.
- 9/ Reinforcing other operational or strategic initiatives.
- 10/ Help the organization reach its true potential.

## Confidentiality, Anonymity and Limitations

This Organizational Needs Assessment is a competency-based survey instrument that focuses on the specific behaviors required to perform effectively. All of the information contained in this report is strictly confidential and belongs to the organization. Each Rater's individual responses are (and will remain) anonymous. The overall scores have been aggregated to produce an average score for each competency category. For responses to individual questions (detailed in the body of this report) a minimum of 3 Non-Prime responses are required for any group (Group 1, Group 2, Group 3) score to be displayed. In some instances, some of the individuals that were invited to provide feedback may not have completed this survey. This report only contains the results from those who were able to complete the survey by the deadline.

## The Rating Scale

The survey is based on a 5-point rating scale that revolves around how often a particular behavior was demonstrated. The highest possible score is 5 and the lowest is 1. The 5 anchor points of the rating scale are:

5. Almost Always Demonstrated (Virtually all of the time or 99% of the time)
4. Usually Demonstrated (Majority of the time or 80% of the time)
3. Sometimes Demonstrated (40% to 60%)
2. Rarely Demonstrated (20% of the time)
1. Virtually Never Demonstrated (1% of the time)
0. Don't Know or It Doesn't Apply

## Understanding the Data

This report presents the results as a set of values that can be reviewed and/or compared. They may include:

- **BI:** This refers to a Behavioral Indicator - These are the specific behaviors the assessment is designed to measure.
- **Prime Score:** This score is a reflection of 1 (or more) of the participants listed in the base group (Prime Group).
- **Group 1 Score:** This score is the average of 3 or more participants from the first group (Group 1 - if available).
- **Group 2 Score:** This score is the average of 3 or more participants from the second group (Group 2 - if available).
- **Group 3 Score:** This score is the average of 3 or more participants from the third group (Group 3 - if available).
- **Group Score:** This score represents the average of the Group 1 Score, Group 2 Score and the Group 3 Score.
- **Comparable:** This score is an average of others in and out of your organization (rating the same competency - where available).
- **Benchmark Value:** Represents the desired or required skill level. It is set when the assessment is initially designed.
- **Responses:** Total number of responses received (actual responses per competency may vary based on the rater's feedback).
- **Quantitative Data:** This is a measure of values, scales, or counts that are expressed as numbers (i.e. numeric data).
- **Qualitative Data:** This is information about qualities, feelings, and how people perceive things (i.e. direct written feedback).

## The Competency Descriptions and Results Sections include the:

- Competency heading and competency description.
- Competency ratings (including multiple values for comparison, where available).
- Competency questions and detailed scores for each (including the Self, Group 1, Group 2, Group 3 - where available).
- Competency specific feedback provided by the Raters (where and if available).

Note: Any score difference greater than +/-0.67 between a RATER Score (Prime, Group 1, Group 2, Group 3, etc.) and the Benchmark Score, **may indicate a skills development opportunity** in the competency identified.

## Reviewing the Feedback and Acting on the Results

The next step is to identify the areas for organizational improvement and further development. After approximately 6 to 12 months, a follow-up Assessment should be completed to identify changes and or improvements.

## The Journey to Excellence

Before you go on any trip, you need a roadmap. Before you can build anything of value, you need a blueprint. Achieving meaningful organizational change, economic growth, or organizational development can be a challenging task if you do not have the necessary feedback to guide you along the way.

If you choose, this feedback report can form the basis of your Organizational Development Plan (ODP). It can help you to:

- 1/ *Create achievable goals.*
- 2/ *Maintain the focus on specific growth objectives.*
- 3/ *Measure progress along the way.*

## The Process

Typically, most organizations engage in organizational change in response to some crisis that requires immediate action, whereas this ODP is designed as a proactive support tool. Once an organization begins any journey, there typically comes a critical point at which it determines if the actions taken have produced the desired outcome. When this happens, organizational learning (and a culture shift) occurs, followed by positive change. As this change is reinforced, it becomes part of the everyday experience.








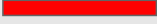
















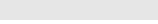
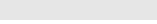
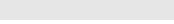



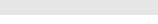
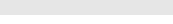
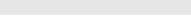



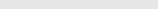
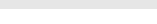
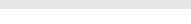
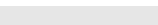
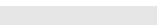
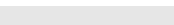


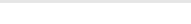
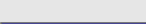

















The process of proactive organizational development engages a continuous cycle that begins by:

- *Identifying and focusing on the key goals.*
- *Following the plan daily by taking some action.*
- *Reflecting on the journey as the organization observes the results of individual action(s).*
- *Actively seeking feedback from everyone.*
- *Transferring success into next steps and continuing the process.*

Remember, your ODP is an ongoing process; it is a journey. It is not an end state but an evolving process. Your ODP should lead you towards achieving the organizational objectives. For this process to be effective, the following may be required:




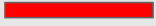

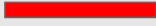








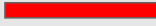








- *Balance between organizational, departmental, and individual goals.*
- *A clear link between the activities and actions desired and how they address the specific needs (gaps identified).*
- *Documentation to support the overall experience and the subsequent outcomes of each activity taken.*
- *Leadership demonstrating an openness to change and a willingness to learn from the experience.*
- *Leadership demonstrating an openness to face adversity in preparation for the unexpected that may occur.*
- *An organizational willingness to take the necessary action(s) daily.*

Keep an open mind as you review this report. This tool will only be of value to the extent to which everyone in the organization takes personal ownership and responsibility for acting appropriately on the findings contained herein.

Competency	Prime Rating	Group Rating	Benchmark - Priority
Accountability and Ownership	4.17 	3.83 	4.50 
Analytical and Critical Thinking	3.83 	3.64 	4.00 
Coaching	3.58 	4.06 	4.50 
Communication (Interpersonal)	3.33 	3.92 	5.00 
Creativity and Creative Thinking	3.33 	3.53 	4.00 
Customer/Client Focus	4.17 	4.36 	5.00 
Decision Making	4.08 	3.92 	4.50 
Delegation and Empowerment	3.42 	3.72 	4.00 
Goal Setting and Goal Focus	4.08 	3.92 	4.50 
Influence and Persuasion	3.92 	3.67 	5.00 
Integrity and Ethics	4.50 	4.44 	5.00 
Leading Others	3.75 	3.92 	5.00 
Managing Conflict	4.00 	4.06 	5.00 
Managing Projects	4.00 	4.11 	4.50 
Managing and Supporting Change	3.42 	3.69 	5.00 
Problem Solving	3.83 	4.00 	4.50 
Results Focus	4.42 	3.94 	5.00 
Self-Management	4.17 	4.14 	4.50 
Supportive Discipline	4.17 	4.28 	4.00 
Teamwork and Collaboration	3.58 	3.75 	5.00 
Time Management and Prioritization	4.42 	4.28 	4.50 

<b>Overall Score (Priority Weighted):</b>	<b>78.34 %</b>	<b>79.30 %</b>	<b>Total Weighting: 100 %</b>
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Competency	Prime Rating	Group Rating	Benchmark - Priority
<b>Business Skills Cluster/Group (1) has 6 competencies:</b>			<i>Priority Weighting: 27.32 %</i>
Analytical and Critical Thinking	3.83 	3.64 	4.00 
Creativity and Creative Thinking	3.33 	3.53 	4.00 
Decision Making	4.08 	3.92 	4.50 
Managing Projects	4.00 	4.11 	4.50 
Problem Solving	3.83 	4.00 	4.50 
Results Focus	4.42 	3.94 	5.00 
<b>Overall Business Skills Score:</b>	<b>78.74 %</b>	<b>77.37 %</b>	<i>Scores are priority weighted.</i>
<b>Leadership Skills Cluster/Group (2) has 4 competencies:</b>			<i>Priority Weighting: 20.62 %</i>
Communication (Interpersonal)	3.33 	3.92 	5.00 
Influence and Persuasion	3.92 	3.67 	5.00 
Leading Others	3.75 	3.92 	5.00 
Managing and Supporting Change	3.42 	3.69 	5.00 
<b>Overall Leadership Skills Score:</b>	<b>72.10 %</b>	<b>76.00 %</b>	<i>Scores are priority weighted.</i>
<b>Interpersonal Skills Cluster/Group (3) has 6 competencies:</b>			<i>Priority Weighting: 28.35 %</i>
Coaching	3.58 	4.06 	4.50 
Customer/Client Focus	4.17 	4.36 	5.00 
Delegation and Empowerment	3.42 	3.72 	4.00 
Managing Conflict	4.00 	4.06 	5.00 
Supportive Discipline	4.17 	4.28 	4.00 
Teamwork and Collaboration	3.58 	3.75 	5.00 
<b>Overall Interpersonal Skills Score:</b>	<b>76.52 %</b>	<b>80.81 %</b>	<i>Scores are priority weighted.</i>
<b>Intrapersonal (Self) Skills Cluster/Group (4) has 5 competencies:</b>			<i>Priority Weighting: 23.71 %</i>
Accountability and Ownership	4.17 	3.83 	4.50 
Goal Setting and Goal Focus	4.08 	3.92 	4.50 
Integrity and Ethics	4.50 	4.44 	5.00 
Self-Management	4.17 	4.14 	4.50 
Time Management and Prioritization	4.42 	4.28 	4.50 
<b>Overall Intrapersonal (Self) Skills Score:</b>	<b>85.46 %</b>	<b>82.58 %</b>	<i>Scores are priority weighted.</i>
<b>Overall Score (Priority Weighted):</b>	<b>78.34 %</b>	<b>79.30 %</b>	<b>Total Weighting: 100 %</b>

Competency	*BI	*Focus (25)	Focus %	*BMX %	*EV	*EC %	*AGS %	*EI %
<b>Business Skills Cluster/Group (1) has 6 competencies:</b>								
Analytical and Critical Thinking	4	1	4.00	80	25	3.14	74	-0.25
Creativity and Creative Thinking	4	1	4.00	80	25	3.14	70	-0.41
Decision Making	4	1	4.00	90	25	3.54	79	-0.43
Managing Projects	4	-	-	90	50	7.08	82	-0.66
Problem Solving	4	1	4.00	90	25	3.54	79	-0.43
Results Focus	4	-	-	100	75	11.79	81	<b>-2.21</b>
<b>Average Scores Business Skills Cluster/Group:</b>			<b>16.00 %</b>			<b>32.23 %</b>		<b>-4.39 %</b>
<b>Leadership Skills Cluster/Group (2) has 4 competencies:</b>								
Communication (Interpersonal)	4	2	8.00	100	10	1.57	75	-0.39
Influence and Persuasion	4	-	-	100	50	7.86	75	<b>-2.00</b>
Leading Others	4	4	16.00	100	25	3.93	78	-0.88
Managing and Supporting Change	4	3	12.00	100	50	7.86	73	<b>-2.16</b>
<b>Average Scores Leadership Skills Cluster/Group:</b>			<b>36.00 %</b>			<b>21.23 %</b>		<b>-5.43 %</b>
<b>Interpersonal Skills Cluster/Group (3) has 6 competencies:</b>								
Coaching	4	3	12.00	90	10	1.42	79	-0.18
Customer/Client Focus	4	2	8.00	100	50	7.86	86	<b>-1.08</b>
Delegation and Empowerment	4	2	8.00	80	50	6.29	73	-0.55
Managing Conflict	4	1	4.00	100	10	1.57	81	-0.30
Supportive Discipline	4	1	4.00	80	10	1.26	85	0.08
Teamwork and Collaboration	4	1	4.00	100	25	3.93	74	<b>-1.02</b>
<b>Average Scores Interpersonal Skills Cluster/Group:</b>			<b>40.00 %</b>			<b>22.33 %</b>		<b>-3.05 %</b>
<b>Intrapersonal (Self) Skills Cluster/Group (4) has 5 competencies:</b>								
Accountability and Ownership	4	2	8.00	90	25	3.54	78	-0.46
Goal Setting and Goal Focus	4	-	-	90	75	10.61	79	<b>-1.28</b>
Integrity and Ethics	4	-	-	100	10	1.57	89	-0.17
Self-Management	4	-	-	90	10	1.42	83	-0.11
Time Management and Prioritization	4	-	-	90	50	7.08	86	-0.29
<b>Average Scores Intrapersonal (Self) Skills Cluster/Group:</b>			<b>8.00 %</b>			<b>24.21 %</b>		<b>-2.31 %</b>

\*BI Represents the total number of questions/indicators used in this Competency.

\*Focus Represents the number of contributors who identified this Competency as an important focus area and/or who provided direct written feedback on this Competency.

\*BMX % Represents the Desired Benchmark, Required Level of Skill, or Priority for this Competency - Expressed as a % of time required demonstrating this Competency.

\*EV Corresponds to the Economic Value that this Competency has toward some financial component.

\*EC % Corresponds to the Economic Contribution (expressed as a %) that this Competency potentially makes toward some financial component.

\*AGS % Represents the Actual Group Score (All Non-Self Raters) indicating the time spent demonstrating this Competency (expressed as a %).

\*EI Represents the Economic Impact of the Group Score for this Competency - Expressed as a % change against the Benchmark (BMX or Priority).

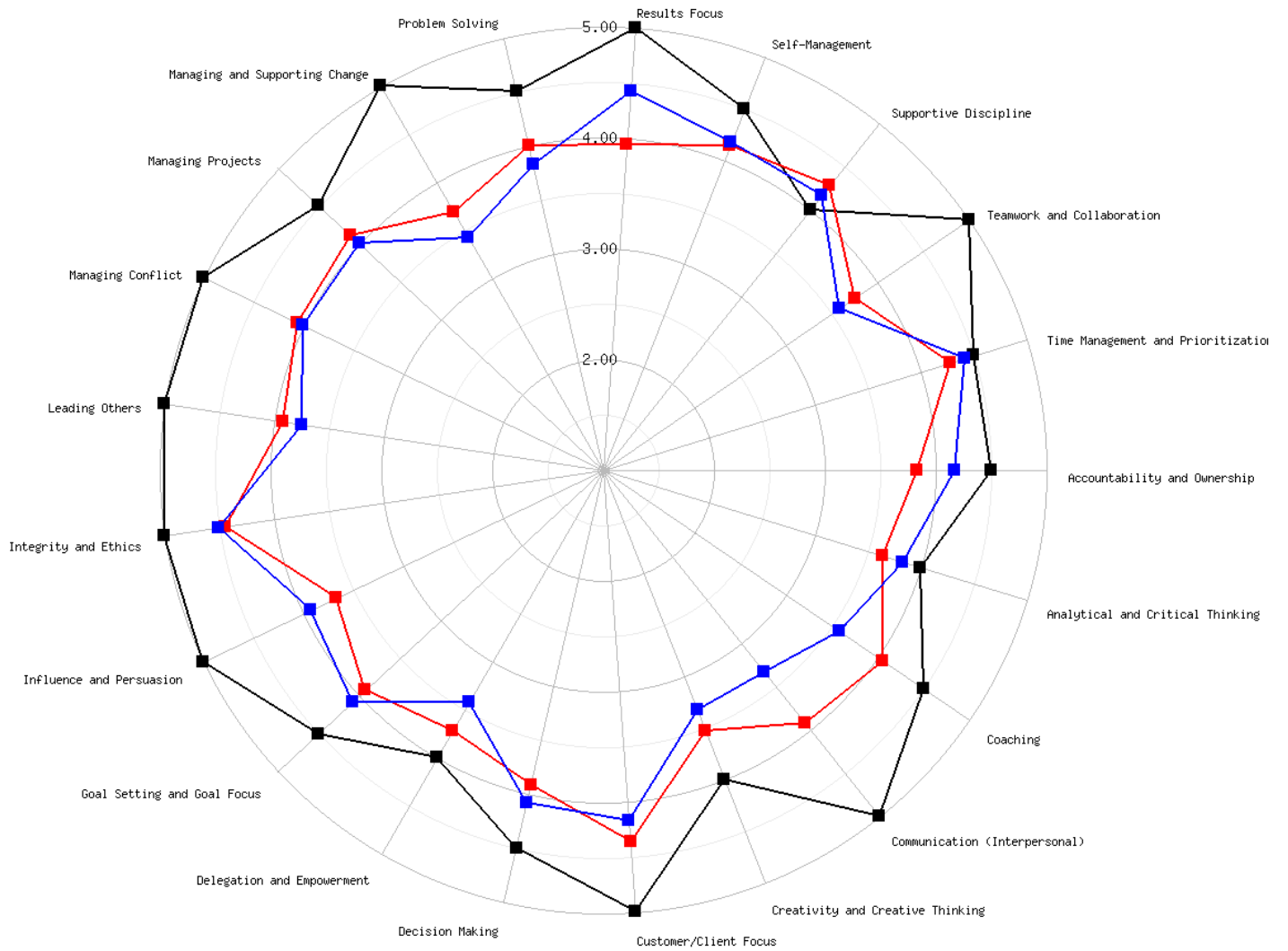
## Spider Chart

### Chart Legend

- Benchmark Value
- Prime Score
- Combined Group (Excluding Prime)

**Kliic**  
Executive Leadership Team

### Corporate Leadership Needs Assessment



### Notes

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**Competency:** Accountability and Ownership

**Competency Description:**

Accepts full responsibility for the direct and indirect effects of one's own actions. Holds oneself responsible for one's actions and for the timely completion of assigned tasks.

RSVPs	From	Rating	ECV: 25
3	Prime	4.17	
3	Group 1	3.67	
3	Group 2	3.67	
3	Group 3	4.17	
9	Combined	3.83	
<i>Combined = Average (Group 1 + Group 2 + Group 3)</i>			
Benchmark (Priority) Value:		4.50	
<i>The Benchmark (Priority) Value represents the desired or target skill level for this competency.</i>			

#	Question, Statement or Behavioral Indicator	Proficiency	Prime*	Group 1*	Group 2*	Group 3*
1/	Holds staff accountable for meeting commitments made to clients and the organization.	Level 5	4.33 (3)	4.00 (3)	3.67 (3)	4.00 (3)
2/	Encourages others to take ownership for their mistakes.	Level 4	4.33 (3)	4.00 (3)	4.33 (3)	4.00 (3)
3/	Takes personal responsibility for events that happen in the team or the department, especially when they involve negative outcomes.	Level 3	4.00 (3)	3.33 (3)	3.00 (3)	4.33 (3)
4/	Accepts full responsibility for the direct and indirect effects of one's own decisions and actions and does not unfairly blame others when things go wrong.	Level 3	4.00 (3)	3.33 (3)	3.67 (3)	4.33 (3)

**Score Results: Score differences greater than - 13.40 % ( or - 0.67 ) may indicate possible focus areas.**

*Comparisons against the Benchmark or Priority Value:*

Delta: **Prime Score - Benchmark/Priority = -6.60 % or -0.33**

Delta: **Group 1 Score - Benchmark/Priority = -16.60 % or -0.83** *This score difference may be significant.*

Delta: **Group 2 Score - Benchmark/Priority = -16.60 % or -0.83** *This score difference may be significant.*

Delta: **Group 3 Score - Benchmark/Priority = -6.60 % or -0.33**

Delta: **All Group Average - Benchmark = -11.60 % or -0.58**

*All Group Average = Average (Prime + Group 1 + Group 2 + Group 3)*

\*Values inside parenthesis () represent the number of responses received for that behaviour or question.

**2 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.**

Take responsibility instead of placing blame on other people/departments







Must take ownership when deadlines aren't met and not place blame.

**Planning Notes:**

**Competency:** Analytical and Critical Thinking

**Competency Description:**

Uses information to evaluate situations (using inductive and/or deductive logic as needed) and solve problems.

RSVPs	From	Rating	ECV: 25
3	Prime	3.83	
3	Group 1	3.75	
3	Group 2	3.58	
3	Group 3	3.58	
9	Combined	3.64	
<i>Combined = Average (Group 1 + Group 2 + Group 3)</i>			
		Benchmark (Priority) Value: 4.00	
<i>The Benchmark (Priority) Value represents the desired or target skill level for this competency.</i>			

#	Question, Statement or Behavioral Indicator	Proficiency	Prime*	Group 1*	Group 2*	Group 3*
1/	Identifies unique approaches to deal with situations for which no known precedent exists.	Level 5	3.00 (3)	3.33 (3)	3.00 (3)	3.67 (3)
2/	Demonstrates a broad and rich understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of key players and stakeholders.	Level 4	3.67 (3)	3.67 (3)	4.00 (3)	3.33 (3)
3/	Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes.	Level 4	4.33 (3)	4.00 (3)	3.67 (3)	3.67 (3)
4/	Anticipates obstacles and thinks ahead about next steps.	Level 2	4.33 (3)	4.00 (3)	3.67 (3)	3.67 (3)

**Score Results: Score differences greater than - 13.40 % ( or - 0.67 ) may indicate possible focus areas.**

*Comparisons against the Benchmark or Priority Value:*

Delta: **Prime Score - Benchmark/Priority** = -3.40 % or -0.17

Delta: **Group 1 Score - Benchmark/Priority** = -5.00 % or -0.25

Delta: **Group 2 Score - Benchmark/Priority** = -8.40 % or -0.42

Delta: **Group 3 Score - Benchmark/Priority** = -8.40 % or -0.42

Delta: **All Group Average - Benchmark** = -6.30 % or -0.32

*All Group Average = Average (Prime + Group 1 + Group 2 + Group 3)*

\*Values inside parenthesis () represent the number of responses received for that behaviour or question.

# Competency Feedback



**1 Contributor(s) identified this competency as a focus area. Any direct feedback provided is shown below.**







Consider the consequences of actions before proceeding.

**Planning Notes:**

**Competency:** Time Management and Prioritization

**Competency Description:**

Manages time to be as effective as possible through prioritizing and scheduling tasks.

RSVPs	From	Rating	ECV: 50
3	Prime	4.42	
3	Group 1	4.17	
3	Group 2	4.33	
3	Group 3	4.33	
9	Combined	4.28	
<i>Combined = Average (Group 1 + Group 2 + Group 3)</i>			
		Benchmark (Priority) Value: 4.50	
<i>The Benchmark (Priority) Value represents the desired or target skill level for this competency.</i>			

#	Question, Statement or Behavioral Indicator	Proficiency	Prime*	Group 1*	Group 2*	Group 3*
1/	Evaluates current processes, organizes people and establishes alternative courses of action to achieve results more effectively.	Level 5	4.00 (3)	4.00 (3)	4.33 (3)	4.00 (3)
2/	Remains focused on tasks at hand regardless of the people or situational distractions around them.	Level 5	4.33 (3)	4.00 (3)	4.33 (3)	4.33 (3)
3/	Meets all deadlines and personal commitments.	Level 3	4.67 (3)	4.33 (3)	4.33 (3)	4.67 (3)
4/	Provides timely responses to staff and all stakeholders.	Level 3	4.67 (3)	4.33 (3)	4.33 (3)	4.33 (3)

**Score Results: Score differences greater than - 13.40 % ( or - 0.67 ) may indicate possible focus areas.**

*Comparisons against the Benchmark or Priority Value:*

Delta: **Prime Score - Benchmark/Priority** = -1.60 % or -0.08

Delta: **Group 1 Score - Benchmark/Priority** = -6.60 % or -0.33

Delta: **Group 2 Score - Benchmark/Priority** = -3.40 % or -0.17

Delta: **Group 3 Score - Benchmark/Priority** = -3.40 % or -0.17

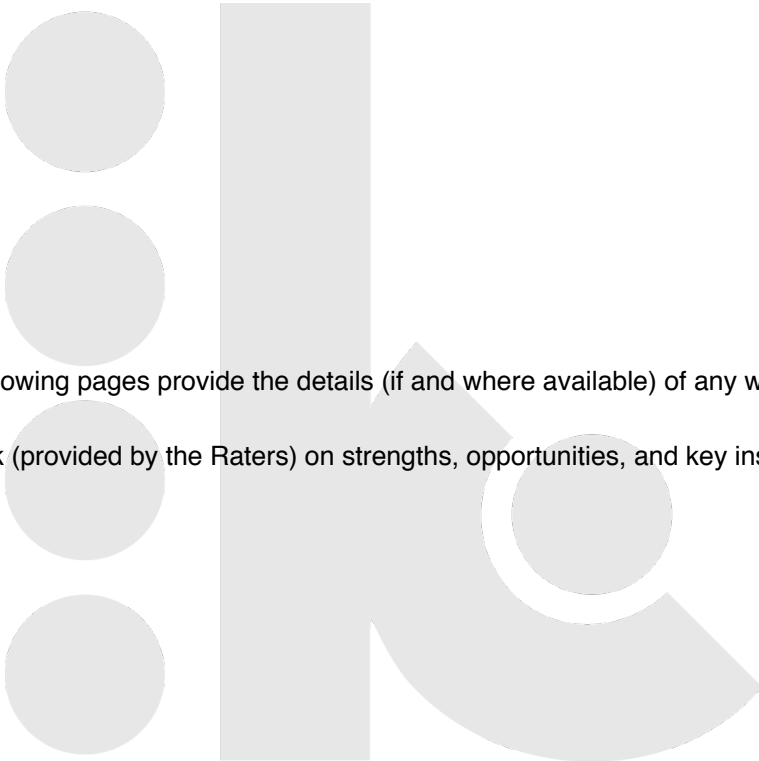
Delta: **All Group Average - Benchmark** = -3.75 % or -0.19

*All Group Average = Average (Prime + Group 1 + Group 2 + Group 3)*

\*Values inside parenthesis () represent the number of responses received for that behaviour or question.



**Planning Notes:**



The following pages provide the details (if and where available) of any written feedback (provided by the Raters) on strengths, opportunities, and key insights.

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**Strengths** *These are areas where the organization may have demonstrated strength.*

Meeting objectives and meeting customer demands

Meeting commitments, coaching employees

Meeting objectives, putting the customer first.

Customer focus, Job Knowledge, Ethics

Communication, Support, Leadership

Meets objectives

Coaching, Problem-solving, motivating

Communication and leadership

Personable, friendly

Meeting objectives, communicating with employees

Meets objectives

Coaching and support

**Opportunity** *These are areas where the organization may have an opportunity for improvement.*

- Coaching and promoting their people
- Conflict management
- Micro-managing seasoned employees.
- Delegating, Lack of flexibility
- Not always willing to take risks
- Being too defensive
- Not everyone is trying to develop their people
- Not really any significant weaknesses
- Being a leader of our team
- Not really any significant weakness
- Leading the team
- Project management

**Key Insight** *These are suggestions where, if an improvement were made, it could be helpful to move the organization forward.*

Coaching

Stiffer consequences laid out for poor behaviour.

Trust between management/employees.

Delegation

Take risks

Openness

Coaching and performance improvement strategies

Taking risks

Leading by example, Improving communication

Identifying the departments that cause disruptions which in turn makes it more difficult for our department to meet our objectives.

Communicate and listen to the team more often

Assertiveness



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**Anything IS Possible**

...

**with Feedback!**



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