CLEARPOINT360

John Smith

January 23, 2025

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Introduction

Welcome to your ClearPoint360 feedback report!

This detailed report is crafted to give you a well-rounded view of your professional strengths, areas where you can improve, and the overall impact you have on your team and colleagues across the organization. By carefully analyzing the insights provided, you'll be able to pinpoint key areas to prioritize for your ongoing professional development and career advancement. This report serves as a valuable tool to guide your growth, helping enhance your understanding of your leadership approach and potential impact.

Respondent Statistics

This section shows a summary of the # of Raters who were invited to provide input and # of Raters who responded in each Rater Group. Feedback is anonymous.

Rater Group	Completed/Invited	% Complete
Manager	2/2	100%
Peer	5/5	100%
Direct Report	3/5	60%
Operations Team	10/11	91%
RED Team	6/7	86%

Rating Scale and Points

Respondents are asked to answer questions in this instrument on a 0-5 point scale, as shown below.

0 - Not Observed

1 - Never/Rarely

2 - Occasionally

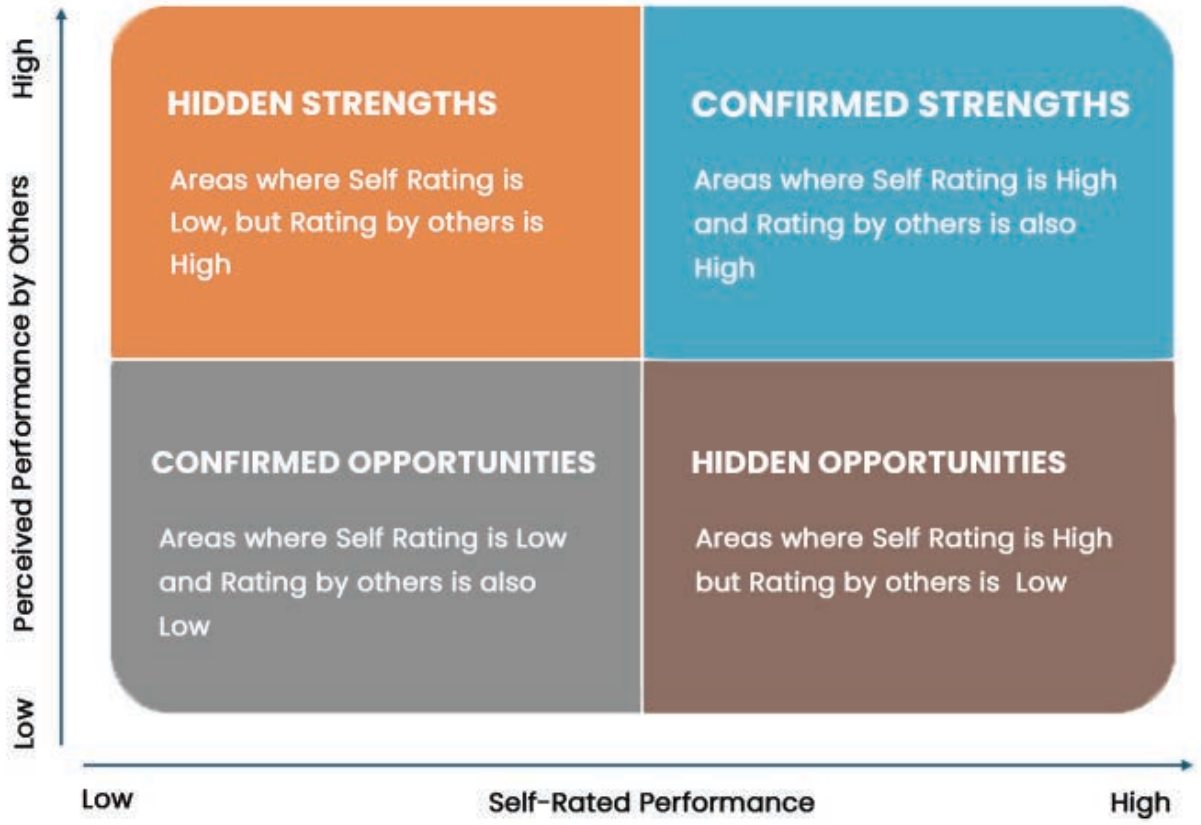
3 - Sometimes

4 - Often

5 - Always/Almost Always

Executive Summary

The ClearPoint360 Report highlights your strengths and opportunities for growth. It categorizes each into areas you're aware of (Confirmed) and areas you're not (Hidden). This structure makes it easy to pinpoint where to focus your development and recognize where you already excel.



Your Confirmed Strengths

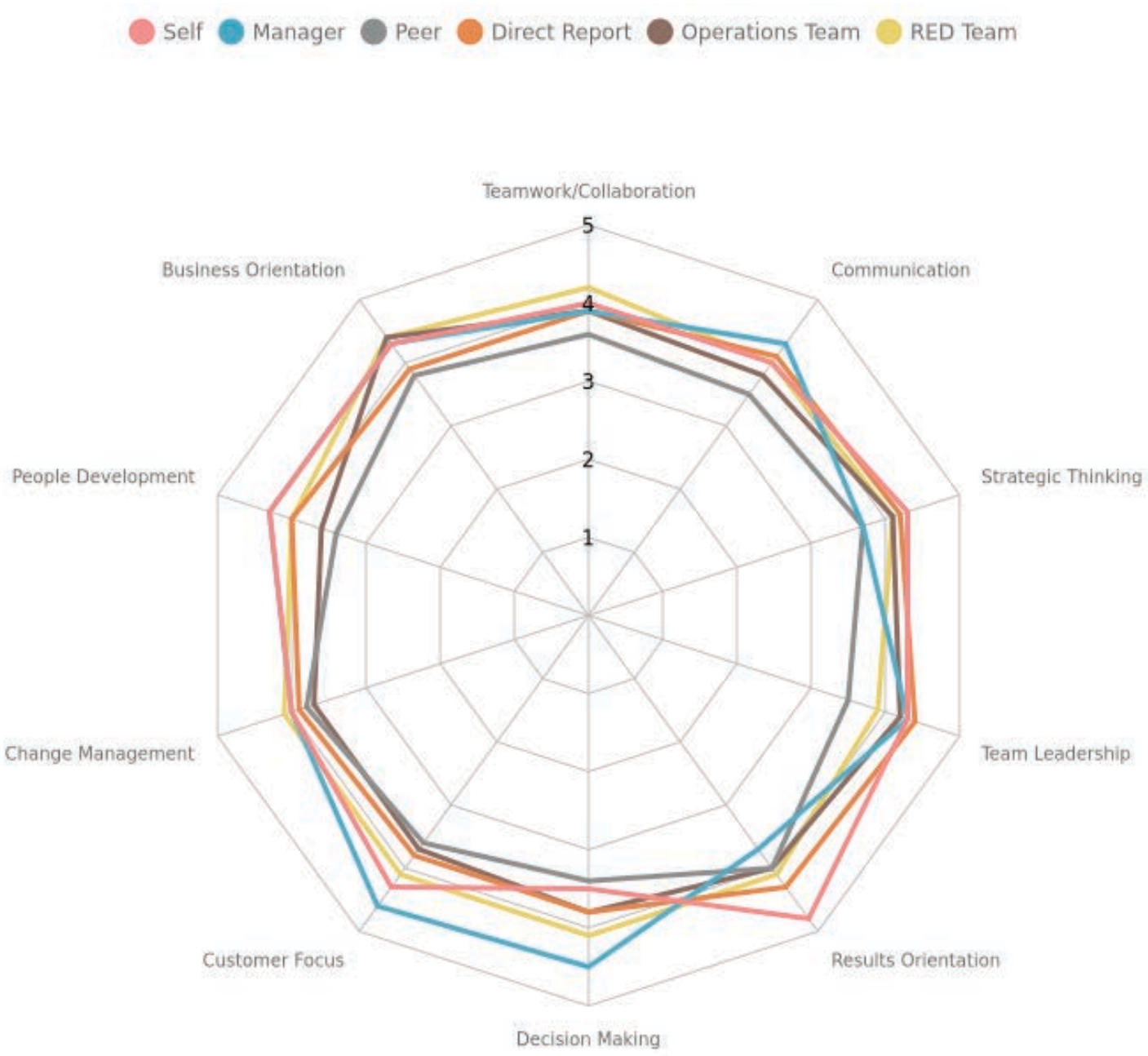
1. Does John demonstrate an understanding of the industry trends in his area affecting XYZ Company, and the sector more broadly?
2. How often does John demonstrate a strong commitment to achieving high-quality results?
3. Does John seek out and analyze data to inform strategic decisions?

Your Confirmed Opportunities

1. How frequently does John involve team members in the decision-making process, when appropriate?

Performance Summary

On this page, the Performance Map summarizes visually the 360° data gathered across the competencies measured. Each spoke represents a specific competency. Data points along the spokes reflecting your average rating for the competency measured (0-5). Each color on the chart corresponds to your Rater Groups such as your Self, Peers, Direct Reports, Manager, etc. A Rater Group and Color legend is shown directly above the diagram for the Rater Groups included in your 360°.

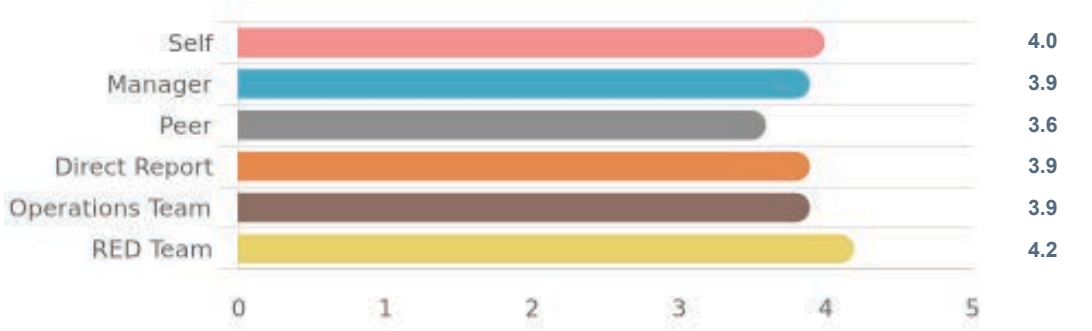


By comparing the shapes formed by these colored areas, you can see how your performance is perceived by each group. A larger, more expansive shape indicates stronger performance within that Rater Group or Competency. A smaller, more compact shape suggests opportunities for growth within that Rater Group or Competency. The Performance Map helps you easily identify both your strengths and opportunities for development across Competencies and Rater Groups.

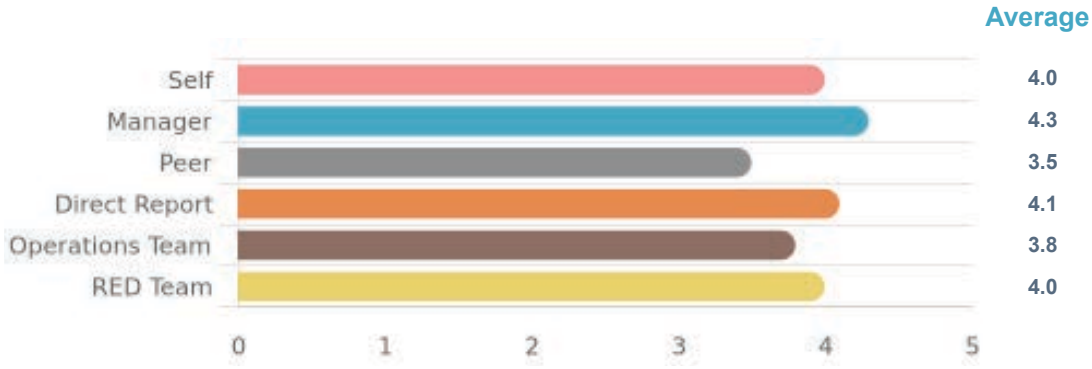
Competency Overview

The Competency Overview shows the Competencies and their average scores by Rater Group.

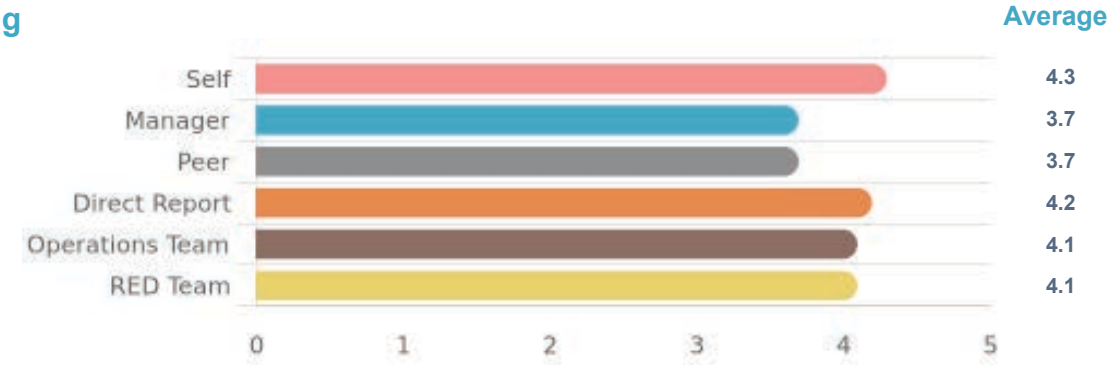
Teamwork/Collaboration



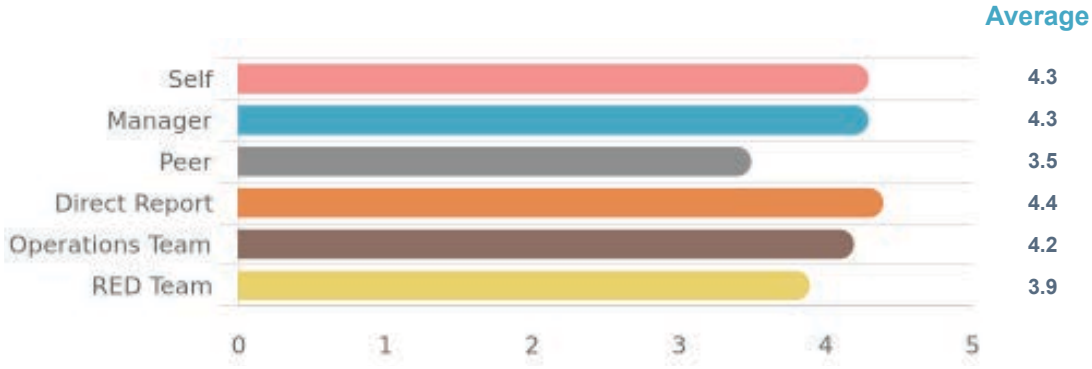
Communication



Strategic Thinking

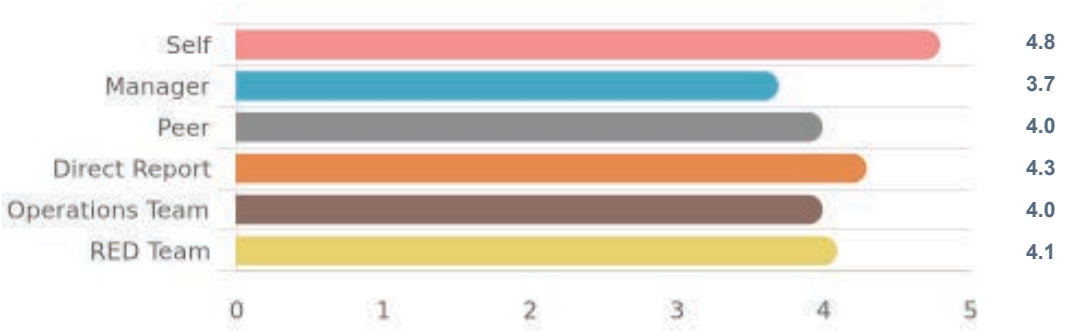


Team Leadership

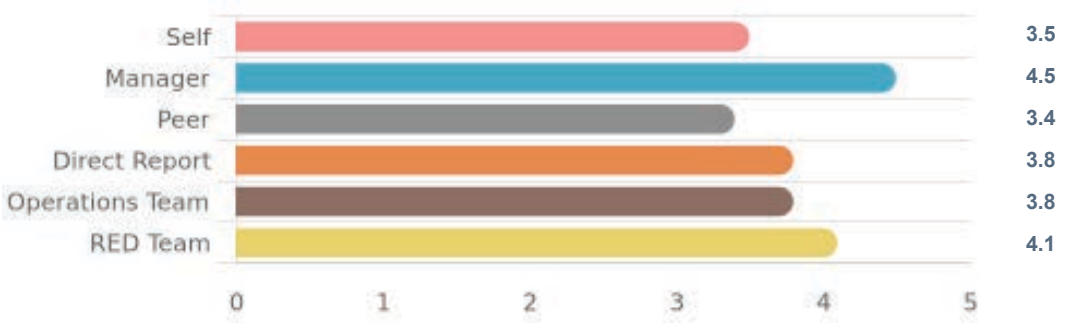


0-Not Observed 1-Never/Rarely 2-Occasionally 3-Sometimes 4-Often 5-Always/Almost Always

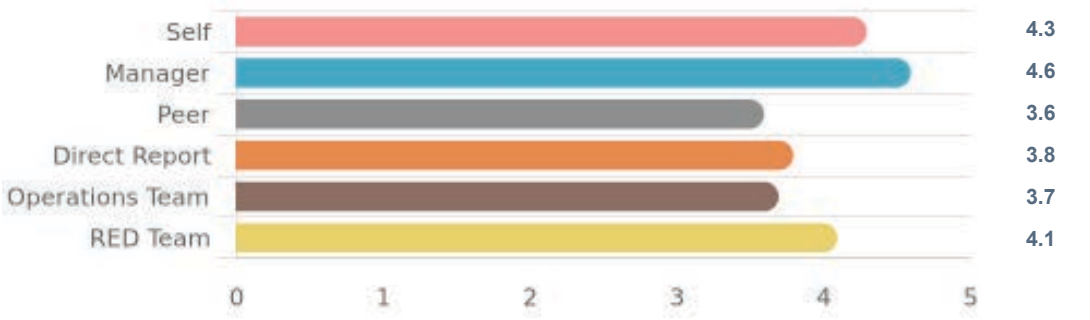
Results Orientation



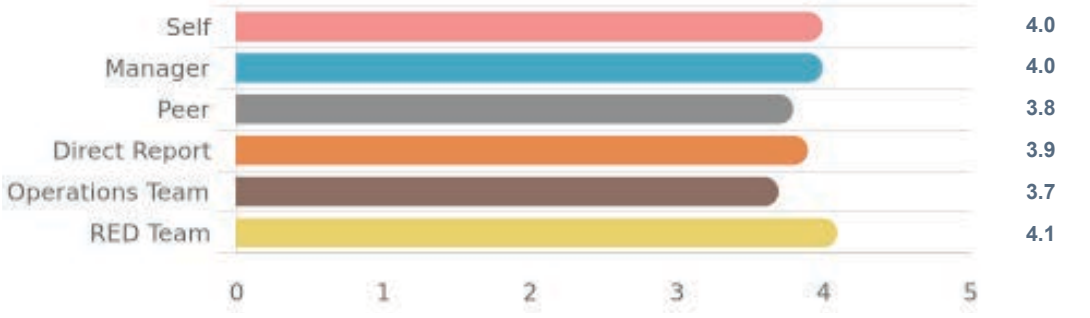
Decision Making



Customer Focus



Change Management



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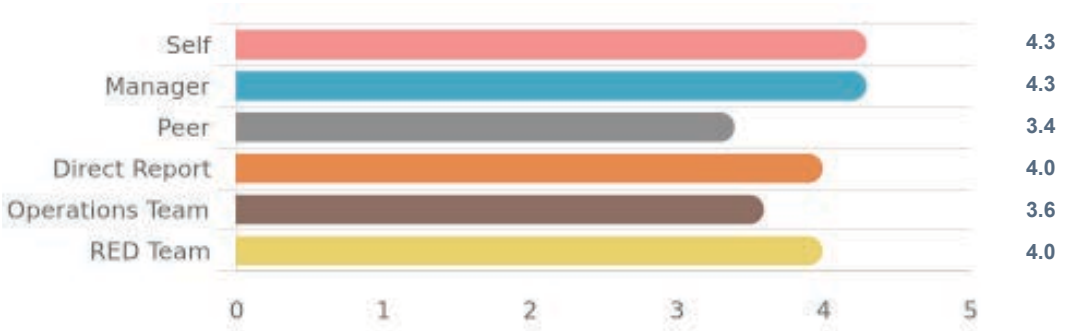
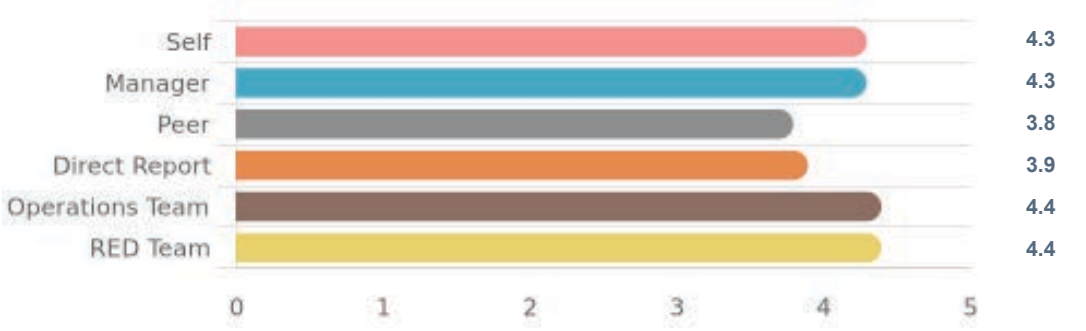
People Development



Business Orientation



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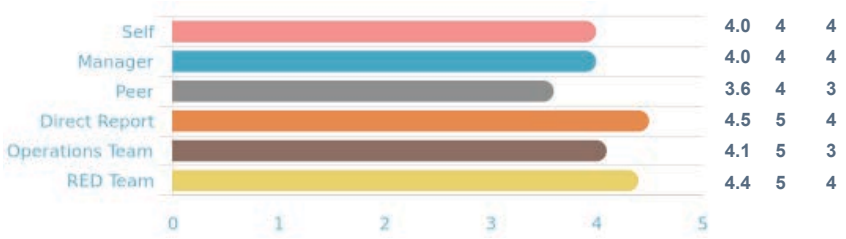
Competency Breakout

The Competency Breakout section of the report provides both the quantitative Findings on this Competency, as well as the Insights provided through open feedback. Findings shows measures of the Competency, with an Average Rating and High & Low Ratings for each Rater Group. This information helps you to understand which behaviors or practices demonstrating this competency are observed (or not) and by which rater groups.

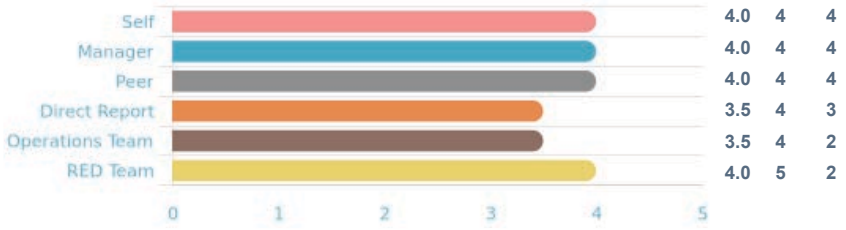
A - Average H - Highest Score L - Lowest Score

Teamwork/Collaboration

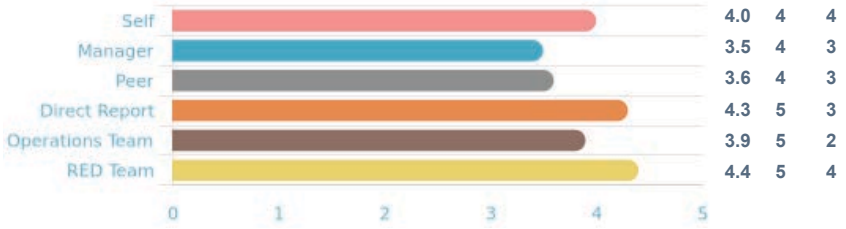
How often does John encourage others to share their ideas and opinions?



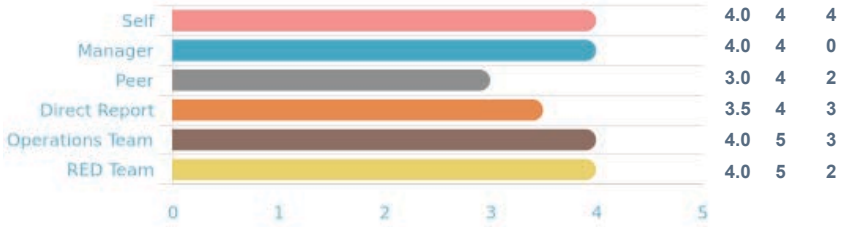
How frequently does John create opportunities for his team to engage in group activities and discussions?



How frequently does John recognize and show appreciation for the contributions of team members?



How often does John facilitate collaboration between his team and other departments?



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Competency Breakout - Insights

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Teamwork/Collaboration Feedback

Can you provide specific examples of how John has fostered teamwork and collaboration within his team?

- Gives his direct reports the opportunity to present (M)
- John always initiates team building activities (RT)
- Team meetings, social gatherings, team activity socials (RT)
- It doesnt matter what department staff work in, when there is an item to discuss that doesn't have a clear-cut solution, John always reverts back to the RED team for discussions and input. (RT)
- John promotes the idea of working with Grocery, natural choice etc to give our customers a better experience. (OT)
- The annual Cantip event is the best example I can think of, where the whole RED team and others come out to work together in a fun, team environment. (M)
- Asking for opinions, letting people present their work (OT)
- John is great at fostering teamwork within his own divisions - more emphasis on collaboration with peers in operations and support services required earlier in new projects, store closures, etc. (P)
- John always shows the importance of solid team interaction. He does this by involving the correct team members into the planning processes. John's approach fosters a solid team environment. (OT)
- When he first started, he met with our team members individually and asked for our ideas and input. He took the time to understand what each of our roles were and how it impacted the future growth and strategy of the company. (OT)
- John holds regular team meeting to align priorities and get feedback on what's working and what needs to change. He has brought this approach to the pharmacy team with great results. (P)
- No I can't (P)
- supports the various committee and regular meetings that are being used to move the business forward (OT)
- Has bi-weekly Team meetings and always does a round table discussion to gather input from everyone. (RT)
- John has taken on a number of departments and works hard to ensure they have the opportunity to collaborate on projects with other teams. (OT)
- John values the opinions of others and where appropriate incorporates their feedback. He communicates clearly his expectations, while valuing the knowledge of his team. Gets to know key members of his different areas. (DR)
- John encourages communication between departments (DR)
- Aligning mutual goals - there has been increasing crossover between projects that Real Estate and Pharmacy are working on together. (OT)

- John has been receptive to different ideas and encourages them to be shared cross functionally with other departments to ensure alignment and collaboration. (OT)
- Regular team meetings and "one on one" (P)
- Attended some team meetings to be part of the discussion and offer his assistance and feedback (OT)
- By having luncheons where we bring in food over lunch and collaborate on upcoming projects. (RT)
- Most recently, engaging MMX with the pharmacy team to have discussions regarding strategy and positioning of the XYZ Company in the market. He also engages cross functional teams when reviewing real estate decisions. He is working closely with CNF to lead the health & wellness strategy. (P)
- John encourages the team to meet on a regular (bi-weekly) basis for open discussion, updates and round table discussions. (RT)
- John, always provides freedom and opportunity for team members to work together and provide a consolidated outcome (DR)
- Any meeting we have with John is full of discussion and discourse; it is not just specific example. John is not afraid to share his opinion, but other team members are allowed to share their opinion as well. For example, during leasing meetings John provides his opinion of what we should be doing with tenants, but team members all provide input as well. He also expects the team to be working together, fostering close relationships within the team. Lastly, he has an open door policy across department, ensuring we all talk to each other when needed and required. (DR)
- John has recognized the need for a department in his team to be better connected to the commercial side of the organization. John has supported his team and created the expectation of regular connections and higher collaboration with all of the lines of business that they support. (OT)
- Collaborating around any team events be it for the company or a team bonding event. Team meetings are held with engaged discussions and round tables. (RT)

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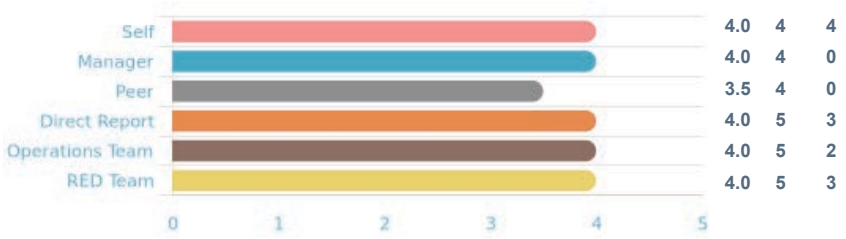
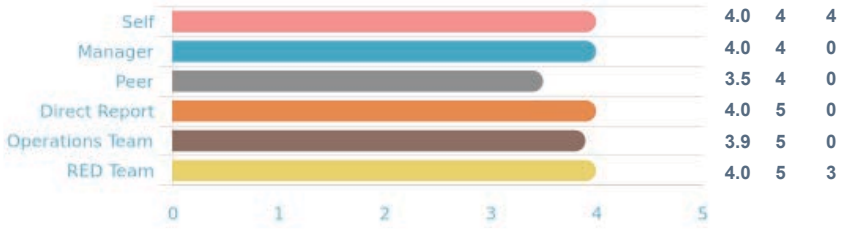
Communication

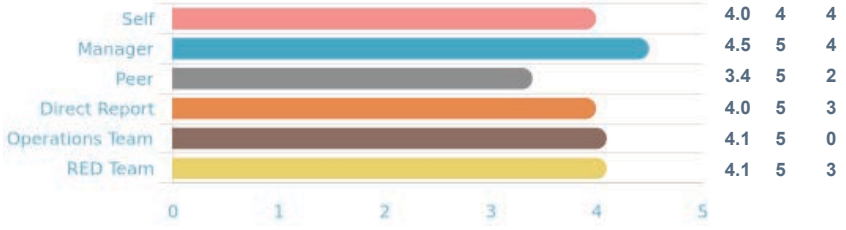
How frequently does John clearly communicate goals and expectations to team members?



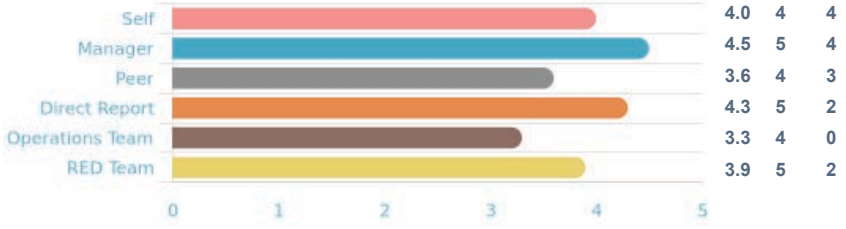
How often does John provide constructive feedback to team members, when appropriate?



How often does John actively listen to other people's concerns and suggestions?



How frequently does John keep others informed about important updates and changes that may affect them or their work?



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Competency Breakout - Insights

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Communication Feedback

Can you provide specific examples of how John has fostered strong communication within the team?

- Communicates with marketing on pharmacy opportunities (M)
- John always communicates with team members whenever there are any corporate directives or initiatives change (RT)
- Weekly reporting, to CEO, ELT, Other departments, Weekly wins. Department meetings for updates (RT)
- Everyone has a turn in meeting discussions (RT)
- John scheduled one on one meetings with all team members to have a regular time to keep each other updated about new initiatives, status of existing projects etc. (OT)
- John has made it a priority to have regular reports sent out updatign on the status of each project within his team, which has been very helpful to ELT & Board. (M)
- Reaches out to people, gets multiple perspectives (OT)
- Real estate transactions and projects always have moving timelines (beyond control of RED most of the time) but delays have significant implications and need to be clearly communicated with contingency plans. (P)
- John possesses excellent communication skills, and uses those to ensure communication is clear and to the point so teams fully understand the goals or what is expected of them. (OT)
- He respects that we are the subject matter experts and encourages our feedback to help facilitate his understanding.- (OT)
- Weekly written updates from all areas he oversees. Regular meetings with his key leads. (P)
- I don't observe directly, but feel more may be needed as his team's communications outside of RED and with each other could improve. (P)
- There may be more information flow with ELT but find there is missing information when in discussion with others in the team as to company priorities and timelines (outside of RED priorities) (OT)
- Bi-weekly Team meetings and impromptu stand up meetings. (RT)
- Not observed (OT)
- John is engaging when he speaks, clearly articulates the information he is sharing, and actively listens to his audience. (DR)
- Team meetings. (DR)
- Staying approachable, being open to different forms of communication, valuing ideas, expressing gratitude. (OT)

- With so much going on John relies on his team to ensure projects and timeline are moving along, he ensures his team is knowledgeable in all aspects so they can create the collaboration with others. (OT)
- Includes key team members in ELT & Board meetings (P)
- He has joined our Teams files and WhatsApp messaging. We send a report each week summarizing financials and successes and challenges from the previous week. He replies to each report to show that he has received it. If he has questions, he will ask them. I do find that information passed down to the director from John is not clear, and there is often confusion and ambiguity with our team as to the message and the urgency of the question or request. It leads to frustration on our team more often than not. Messages are not consistent. Could be an issue on our end with the person delivering the message to him. (OT)
- by encouraging the team members to engage in team building activities outside of the office to create a stronger sense of trust and familiarity within the team. (RT)
- John will bring forward opportunities under consideration to ELT for discussion and input. (P)
- John works very closely with his Directors, sharing vital information. They in turn share information to the team (RT)
- John encourages weekly updates and team collaboration with team meetings and celebrations (DR)
- Not at this moment (DR)
- John has been taking a much more active role in the organization with greater connectivity to all lines of business and his desire to learn and understand is supported by his ability to communicate at all levels and across all departments. (OT)
- If John is present for a team meeting, then he will actively engage each individual for discussion and inclusion. This occurs bi-weekly however often John is pulled into other meetings. (RT)

Competency Breakout

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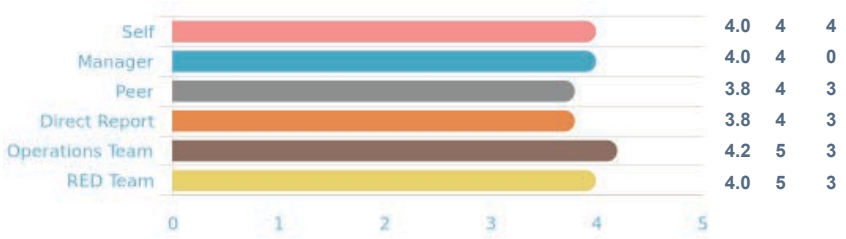
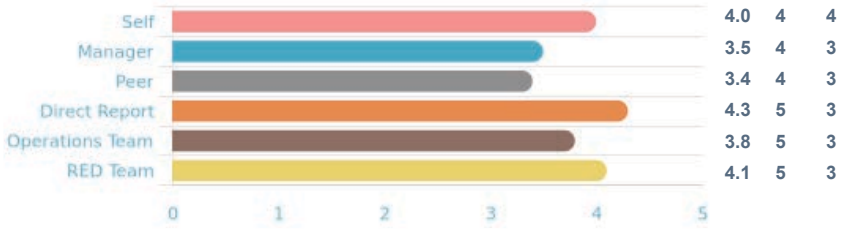
Strategic Thinking

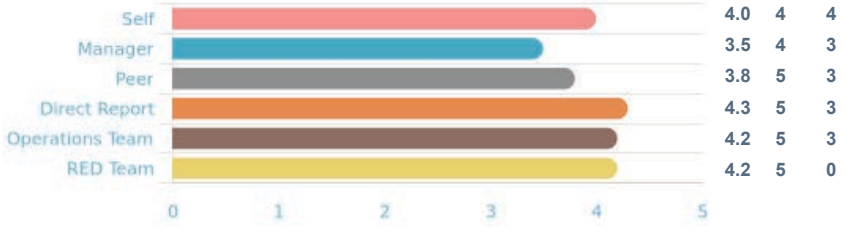
How often does John identify potential challenges and opportunities for the team?



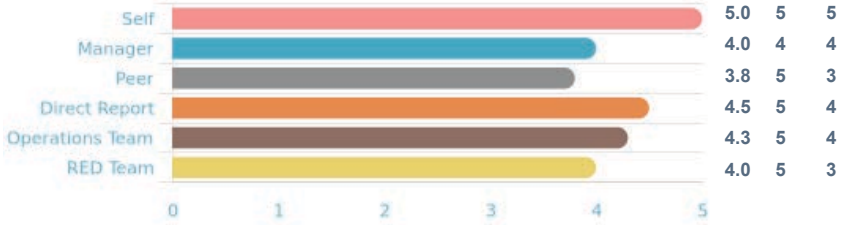
How frequently does John articulate a clear and compelling vision of the future?



How often does John incorporate long-term goals into daily decision-making?



Does John seek out and analyze data to inform strategic decisions?



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Strategic Thinking Feedback

Can you provide examples of John ’s strategic thinking in action?

- Showing the opportunity to transition the Real Estate portfolio (M)
- John always plans forward for long term strategy (RT)
- Defines company goals, time frames and impacts to other department. (RT)
- Every new store build out comes with it's challenges. John's input and clear path to end results is a testament to his experience and knowledge. (RT)
- John clearly stated what he is looking for from the team in terms of strategic initiatives and also the reporting he wants to see on a weekly basis for him to make pertinent decisions. (OT)
- John has recently engaged the Pharmacy team and Marketing in strategic thinking, resulting in a stronger focus on the future of Pharmacy. (M)
- Uses analytic tools to build strong plans, (OT)
- NA (P)
- John is a visionary thinker. I call it Big picture without boundries. His way of thinking is something that people can grasp and understand. John also communicates his goals clearly to show the strategy behind the thought. (OT)
- He is focused on a health and wellness direction and wants to incorporate pharmacy as a lead in this areas. He has been working to align areas of the business such as HHC and NC to present XYZ as a one stop destination for H and W. (OT)
- Real estate as a line of business was a significant strategic play. (P)
- RED as a line of business and data based process to destination planning and store network. (P)
- . (OT)
- Forming the RED Holdco. (RT)
- John works closely with your data analyst to determine shopping behaviour at our locations and to help predict future growth or decline. (OT)
- John incorporates the knowledge of additional resources when evaluating opportunities for his divisions and the organization, always looking at the long term impact prior to implementation (DR)
- Pharmacy (DR)
- When reviewing site plans and potential opportunities John brings it back to strategy to ensure alignment, while using relevant to inform his decision making (OT)

- Real Estate property analysis and valuation. Creation of a Real Estate entity. (P)
- John is still learning the pharmacy side of the business, so it is difficult to provide examples at this point. He is often supportive of our strategies once he understands them fully. (OT)
- He will reference back to the over all strategy of the company and encourage us to look at the long term goal versus a short term solution. (RT)
- His efforts to evolve real estate into a strategic driver of the business have allowed XYZ Company to acquire Care pharmacies. (P)
- Understanding when different projects can be combined or use overlapping resources. It is not always clear from a pharmacy standpoint what other projects are in the real estate pipeline and sharing this perspective with our team helps us broaden our scope. (OT)
- John's real estate background and expertise has him constantly pursuing opportunities for company growth (RT)
- John utilizes analytics and data to support strategic decisions (DR)
- Vision and purpose behind proposed divestiture of Hamelton and Page Hill food stores. Hard act to balance, but provided strategic vision to properly managing the assets within our portfolio while ensuring we are servicing the needs of our owners (ie. members) as best we can. (DR)
- John's oversight of the Real Estate Development requires strategic thinking as XYZ Company's investment and divestment in properties requires long term strategic thinking. John can anticipate future challenges or opportunities accurately as a result of his prior experiences. (OT)
- Majority of major decisions as it relates to our work are including compiled data from a 3rd party source. (RT)

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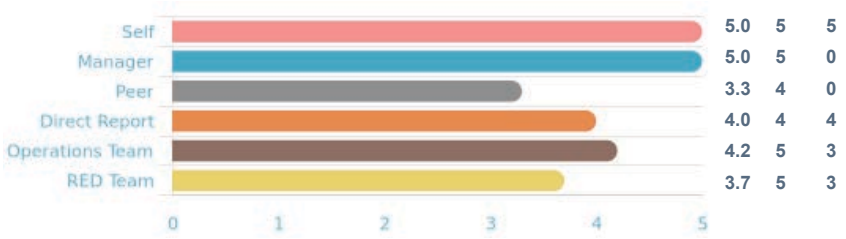
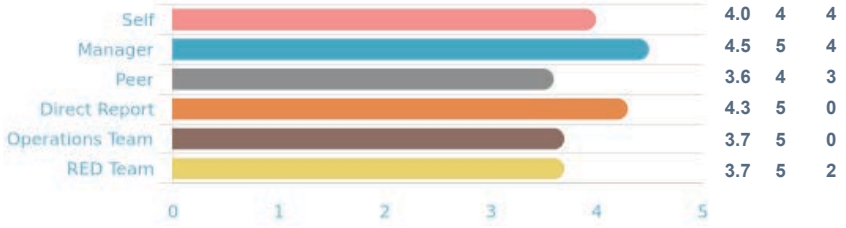
Team Leadership

How often does John set clear and specific goals and expectations for the team?

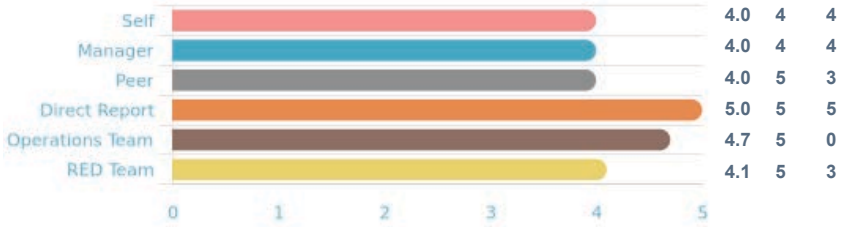


Does John delegate tasks appropriately and effectively to team members?



How frequently does John address performance issues promptly and constructively?

Does John create an inclusive and supportive team environment?



0-Not Observed 1-Never/Rarely 2-Occasionally 3-Sometimes 4-Often 5-Always/Almost Always

Competency Breakout - Insights

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Team Leadership Feedback

Can you share specific examples of how John has demonstrated effective team leadership?

- Gives team exposure (M)
- He lead the team to investigate possible cost saving initiatives (RT)
- Provides clear expectations, discusses issues and concerns one on one (RT)
- Resolved a conflict between 2 team members during an event. (RT)
- John is always open to listening to each team member regarding their thoughts and ideas and also, takes keen interest in having an open communication channel. He clearly lets us know what he is looking for and timelines for each initiatives. (OT)
- John's team leadership has been evident especially with Pharmacy, where the cultural change and results-focused culture is clearly being fostered by his leadership. (M)
- Asking for feedback, listening to concerns (OT)
- NA (P)
- John possesses the qualities of a solid leader. His visionary thoughts, clear communication, and approachable demeanor, gives the people he leads the confidence to make decisions, voice concerns, and be able to work effectively towards the goal. (OT)
- He has joined a few of our meetings and made it clear he is here to support the team and help us understand how we fit into the company's future strategic initiatives. (OT)
- John deals with performance issues and coaches his team on how they need to manage. He has regular "appreciation" events with his team. (P)
- Team get togethers are arranged and John provides opportunities for his team to engage with ELT and Board. (P)
- . (OT)
- John always leads the Team in meetings and encourages us to think outside the box. (RT)
- John has taken on the Pharmacy, CNF and HHC divisions and has worked to evolve the leadership skills of those teams (OT)
- John has excellent communication skills, values others input, strong emotional intelligence. (DR)
- He prioritizes one on one meetings (DR)
- Through his communication he brings the team together, ensuring the team moving together in the same fashion. He asks for feedback from team members as well able to provide constructive feedback to them. (OT)

- Recognition of team members skills and expertise (P)
- He has made the attempt to get to know team members. His schedule has prevented any socializing that would facilitate this process. He is always willing to talk to you when you see him. He is engaged and asks appropriate questions. He values everyone's input. He has made an effort to meet with members of the team individually throughout the year (although those meetings have changed in frequency) (OT)
- Ensuring that most team members are having 1-1 time with him so that if there are any outstanding issues, there is an open/safe space to discuss. (RT)
- He assumed responsibility for Pharmacy and within a couple of months dramatically improved the engagement of the Managing Director and began shaping the health and wellness strategy. (P)
- I can see that changing the way that our team measures and reports its success has encouraged us to think differently about approaching problems. (OT)
- Through his Directors, John will set out expectations from his teams. He will also foster group meetings and other functions to bring his teams together. (RT)
- bringing the team together during difficult decisions regarding store closures and including the team to develop and support those decisions (DR)
- Not at this moment. (DR)
- When required John is quick to support collaboration and he is comfortable in making decisions and removing barriers to insure team success. John is effective at having a measured approach to leadership without becoming defensive or irritated when times are tough. (OT)
- Any major events or decisions are shared amongst the group and include discussions where possible and available (RT)

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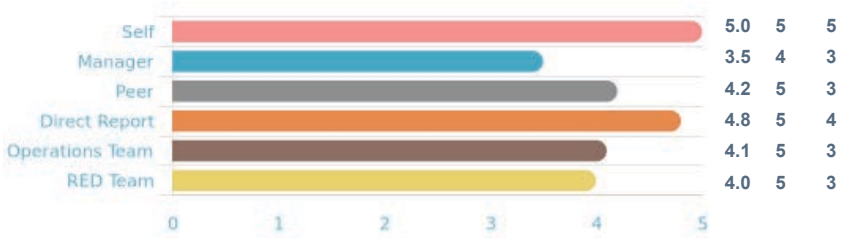
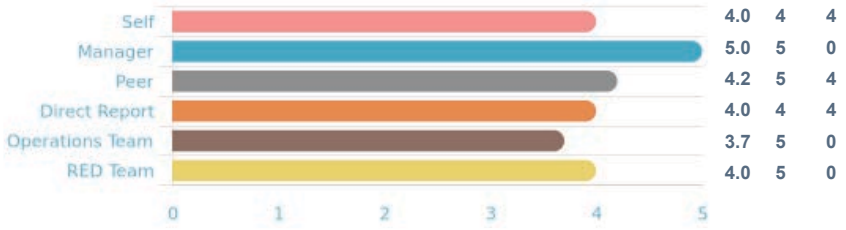
Results Orientation

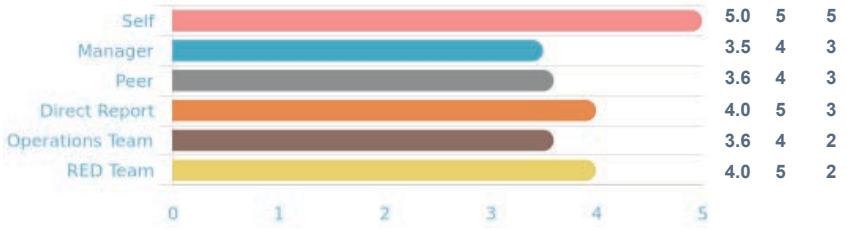
How often does John define and pursue ambitious goals for the team?



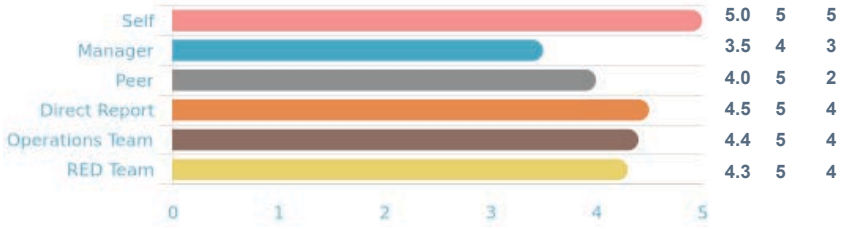
Does John effectively monitor the team's progress towards stated goals and objectives?



How frequently does John celebrate and recognize team achievements?



How often does John demonstrate a strong commitment to achieving high-quality results?



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Results Orientation Feedback

Can you provide examples of John ’s focus on achieving results?

- He is competitive and desire to win . As well continuous learning (M)
- John like to personally recognizes individual’s accomplishments (RT)
- Requests regular updates, holds individuals responsible for completing tasks, timelines and communications (RT)
- John has no issues assisting when team members seem lost in the directions he has set out for certain goals. (RT)
- John provides clear directions of what he is looking for and also able to make decisions in a timely manner to achieve the results that we expect. (OT)
- John has been keenly focused on real estate optimization, a complex effort which takes a lot of hard work, patience, and collaboration with the CFO & CEO. (M)
- Not at this time (OT)
- NA (P)
- John is laser focused on achieving results and setting our business apart from competition. John continues to build a solid health and wellness program that will continue to show very positive results. (OT)
- He acknowledges the financial and weekly reports instantaneously. We are told he reads the weekly PLT minutes for updates in each our strategic areas. He will always recognize when we've had a great week in sales or PSF. (OT)
- Pharmacy has completely transformed, the team is far more results focused than in the past. (P)
- Not being XYZ Company's nicest landlord and improving CRU revenue. Also, improving tenant mix. Completing major redev plans with Apruceridge and Sorth Hill. (P)
- John has high standards for himself and expects the same of his team, (OT)
- We are always reviewing status of projects. (RT)
- John tackles ambitious projects for XYZ Company and ensures the long term vision of the business is always at the forefront of his decision making (OT)
- Clearly defines his divisions long term goals and routinely provides progress reports on specific projects. (DR)
- unsure (DR)
- Weather it is through real estate development or rolling out Pharmacy, John clearly communicates expectations and timeline along with the end goal to his teams ensuring we all succeed together (OT)
- Focused on project performance and comparing store performance by monitoring top 3 and bottom 3 (P)

- He asks the right questions of the team when it comes to financial results or where we are at with certain projects. (OT)
- 1-1 meeting with his team members to ensure that he is there and providing guidance as to where we want to be. (RT)
- Evolving the entire view of real estate for XYZ Company. (P)
- John has very consistently followed up when metrics are not in line with expectations. (OT)
- Through his Directors, John expresses a strong command for positive results. Teams work to achieve expected goals and are monitored by their direct reports (RT)
- John is always challenging results by setting deadlines and sending reminders for these deadlines and reviews (DR)
- Given capital requirements within in RED right now, John does great job in ensuring we are focused on key objectives - how are we proceeding with sale of Brentwood? What stores are we targeting for closure? How does budget look reflect growth? Does a good job on competing focus on what is primary need at the time. (DR)
- John is focused on delivering strong EBITDA for the organization through the management of XYZ Company RED.(OT)
- These are relayed more from his subordinates or direct reports on expectations and levels of detail. (RT)

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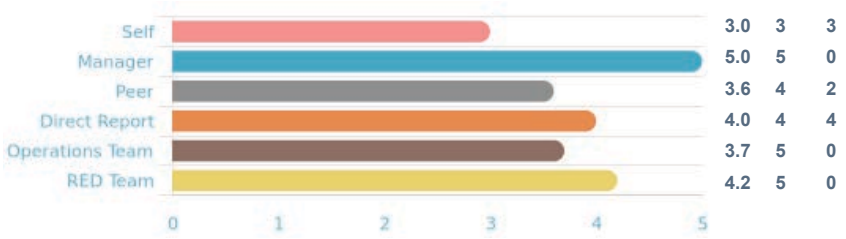
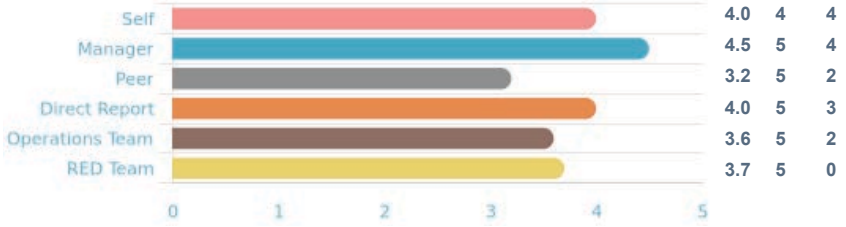
Decision Making

How frequently does John involve team members in the decision making process, when appropriate?

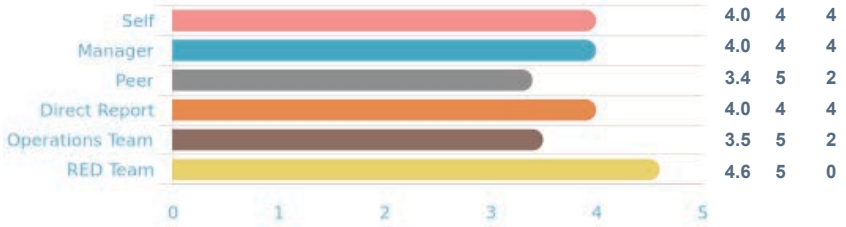


How often does John make timely decisions even under pressure?

How frequently does John communicate the rationale behind his decisions to relevant parties?



How often does John adapt decisions based on new information or changing circumstances?



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Competency Breakout - Insights

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Decision Making Feedback

Can you share specific examples of John ’s decision-making process?

- Real Estate landscape changes rapidly and he adapts (M)
- John often involves concern parties before decision is made (RT)
- Provides timely response s to inquiries. Will provide support and suggestions when required (RT)
- He will always explain his rationale for decision made under duress. (RT)
- John had to make a decision recently on North Hill, and he worked closely with the developer and me to bring this to closure. His sense of urgency in this instance, and his reach out to me to work through the difficult decision was appreciated. (M)
- Not at this time (OT)
- Divestiture and project changes require more nimble contingency planning to mitigate changed circumstances - e.g. what is Plan B if Brentwood proposed transaction does not close? (P)
- John is leading the Health and Wellness business. With his Vision, I can see John making some very tough, but right decisions for our business. (OT)
- John needs to consider many issues when dealing in real estate. He takes the financial implications as well as the impact the members and employees when considering a divestiture. (P)
- Not specifically no. (P)
- . (OT)
- John gathers information from affected parties and listens to opinions from all Team members. (RT)
- John must manage multiple stakeholders, tight deadline and constantly evolving projects and ensures all aspects are carefully considered in his decisions. (OT)
- John gathers relevant information from a variety of individuals, identifies obstacles and evaluates alternatives. (DR)
- no (DR)
- Understand the vision John is able to analyze the data and rely on team members to inform him so he can make the decision. (OT)
- Understanding the factors affecting Pharmacist opinion about certain practices even if that impacts the bottom line. (P)
- Not specific examples, but I have seen John take in all of the facts before making a decison. He wants summaries, feasibilities, etc before making a decision. He is a very analytical thinker so this makes sense why he needs the data to back up the decision. He does not appear to make quick decisions or emotionally charged decisions. (OT)

- John is willing to hear the rationale for any new or unbudgeted projects or purchases that is needed. He is willing to make a decision based on facts and this helps the team a lot. For e.g., the online appointment booking solution was not budgeted for this year, but he understands the importance of customer experience and was willing to sign off on the approval. (OT)
- Very thorough review of data as well as other market insights to determine the appropriate sale of a site, acquisition etc. He engages experts within his team and other departments. (P)
- John has very been open to proceeding or not proceeding with a decisions so long as there is a clear rationale/narrative and metrics to back. For the decisions that cannot always be backed by concrete metrics, being agreeable that a decision has a high likelihood to contribute to the success of the organization has been encouraging.. (OT)
- John's direct reports are more directly involved with high level decisions so I cannot fairly comment. (RT)
- He recently made the decision to have Zonnic available in our pharmacies. We sent over our feedback and position for consideration. He also looked into how we can expand our space for Central Fill and HUB. He does take into consideration the information we provide to ensure it is the best decision . (OT)
- when reviewing data and or other suggestions, John will support team members based on the evidence and facts (DR)
- John needs to express his opinions first, provide his input, but then discuss the matter after. (DR)
- John is very pragmatic in his decision making and he has an ability to accurately restate the opinions of others even we he disagrees. John is thoughtful in considering all information before rending a decision. (OT)
- Often these are made at a higher level with executive group that I would not be privy to. That said when he is making decisions for the group, he would include us in the discussion (RT)

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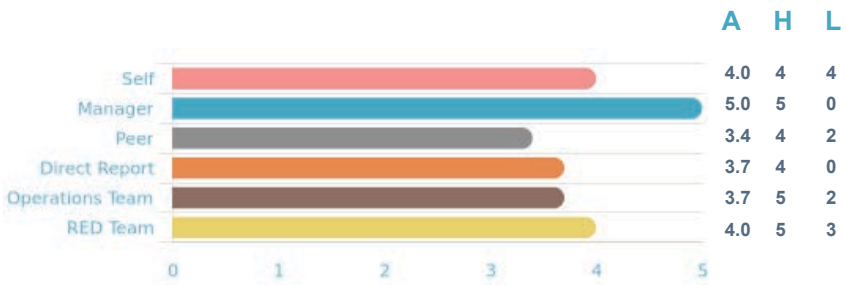
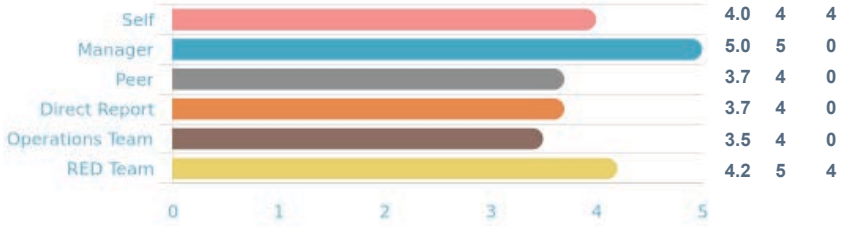
Customer Focus

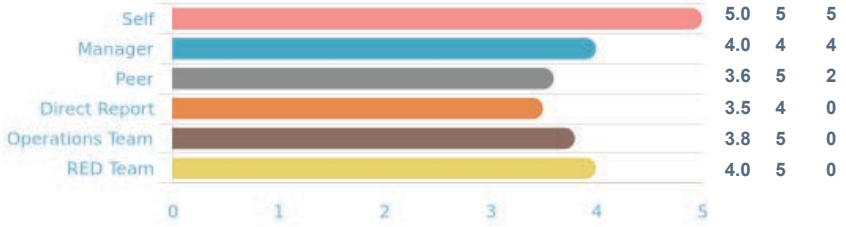
How often does John make an active effort to better understand customer needs and expectations?



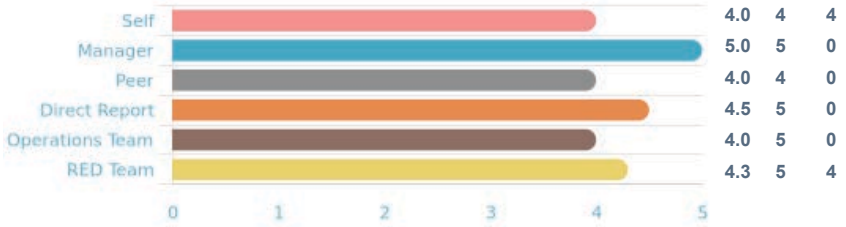
How frequently does John ensure that customer feedback is used to improve XYZ Company's services or products?



How often does John make deliberate efforts to build strong relationships with customers outside of XYZ Company?



Does John address customer concerns and issues promptly when they arise?



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Customer Focus Feedback

Can you provide examples of how John has demonstrated a customer-focused approach?

- Understands that everything starts with the customer (M)
- John always assesses seriousness of an issue and taking immediate actions as needed (RT)
- Will delegate a responsible individual to address an issue and will follow up until completion (RT)
- I've witnessed John deal with pointy issues brought up by customers and has always listened first and commented in a professional matter , even though it wasn't positive for the customer but understood the reasoning. (RT)
- John has clearly focused on his internal customers - ELT, Board, and team members. This is evident especially from his regular reporting/communications. (M)
- Not at this time (OT)
- NA (P)
- John is all about building business. we can only do so with ensuring customer needs are met. John is very customer focused, and looking at any ways the organization can make our process easier for all (OT)
- John has raised the bar for service in pharmacy. He has worked with the pharmacy team to put service first. (P)
- Through data and focusing on store redevs and new locations where our target customer is most prevalent. (P)
- If John is made aware of an issue, he will pursue with immediacy, not sure what is being shared or suppressed as to service issues. (OT)
- John recently accepted the Pharmacy portfolio and after a short period I can see positive decisions being made in the Pharmacy direction. (RT)
- John engages regularly with our partners and vendors (OT)
- John values the concerns of individuals within the organization when it comes to the impact RED is having on projects, addresses them in a professional and timely manner, which is beneficial for the association (DR)
- very responsive (DR)
- Understanding new store developments and the offer that will be available for the consumer to ensure we are maximizing our retail space so it creates an exceptional experience for the customer. (OT)
- Taking customer comments seriously and acting on them with the right team members, especially in Pharmacy (P)
- He is clearly customer focused - from promoting patronage to all of our marketing initiatives, he wants all members to understand why they should shop at XYZ Company. (OT)

- He always bases his decisions based on customer experience. I have provided examples in the previous questions. (OT)
- He continually reviews locations to ensure the market and the customer base are aligned. he is also working on the health and wellness strategy considering the customer journey of prevention or condition management. (P)
- John has understood that our sales have been the result of fostering an extremely high level of patient care. Excellence in patient care and relationships is what keeps patients coming back. Trust is earned with our patients. (OT)
- I am not able to cite any examples for this (RT)
- He always puts himself in the shoes of the customer and what they would want when evaluating for services. (OT)
- John involves the team to ensure responses are met for internal and external customers (DR)
- Not applicable given my role. (DR)
- John has the ability to connect well with customers which allows him to get first hand information that he uses to satisfy internal and external customers. John maintains effective relationships with customers and gains their trust and respect. (OT)
- When there are any customer complainants or suggestions that are directed to this dept, John will ensure these are managed in a timely manor with the appropriate individual that may be working at the site or directed to Property management to facilitate promptly. (RT)

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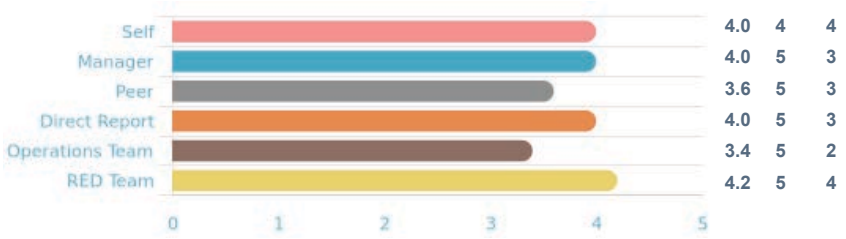
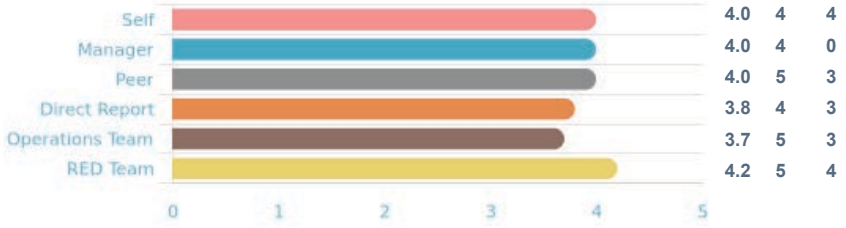
Change Management

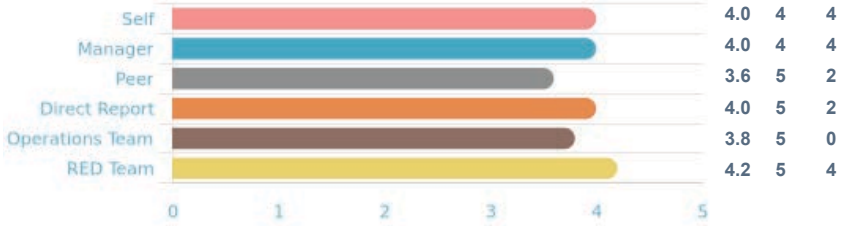
How often does John effectively communicate rationales/reasons for change to affected parties?



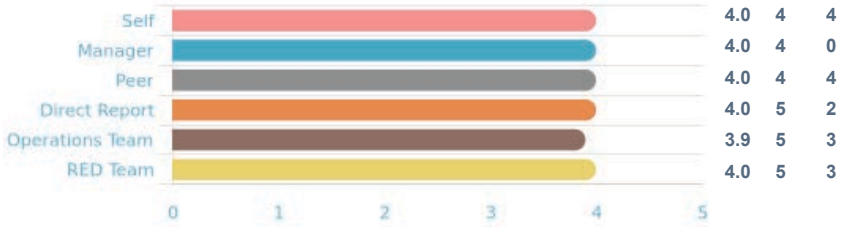
Does John proactively support others during periods of change?



Does John effectively identify and manage risks associated with change?



How often does John actively encourage team members to embrace and adapt to change?



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Change Management Feedback

Can you share specific examples of John ’s effectiveness in managing change?

- taking on Pharmacy role (M)
- John thinks forward the impacts on business regarding unprecedented crisis happened such as City’s water restrictions or CN strike (RT)
- Will lead by example and share expectations of the outcomes of change. (RT)
- RED's transition is a big change for our department specifically the Property Management team. All goals were clearly identified and supported. (RT)
- John had to move his team to a new office, distancing them from Head Office members, and did so while fostering great positivity. (M)
- Not at this time (OT)
- NA (P)
- Health and Wellness is changing and moving to new levels. John is managing this as well as leading this change in our business. He gives reason and rationale to the changes to help all involved have confidence in the change. (OT)
- Many times changes to budgets impact projects, John effectively manages these and helps the team swivel where required. Many renovations adjust on the fly. (P)
- Recently with Pharmacy team managing stand-alone concept. (P)
- . (OT)
- During Covid we had to shift from working in the office to working at home. John retained a very positive attitude and quickly helped us to make the shift. (RT)
- John's teams are always undergoing change and he is quite to pivot as needed and leads by example (OT)
- John has a clear understanding of the rationale/reason behind the changes and communicates it in a concise manner that encourages commitment. (DR)
- John stays connected to his team (DR)
- Leading by example John communicates changes to the appropriate team explaining the why to gain alignment while providing timelines and clear goals to manage change. (OT)
- Assertive in moving forward with change while explaining to Team Members the importance from a corporate perspective (P)
- No specific examples, but he is always coming from a place of support (OT)

- Perfect example is when John took over as VP of Pharmacy/Real Estate. He had to change the way he works and learn a lot in the new role. He communicated well and asked the right questions to get the info that he needed and managed that change very effectively. (OT)
- The development of the Real Estate Development team to a LOB from FDRE - this changed the scope of real estate in the organization and required extensive discussion with other LOBs as it would change their expense structure and he required the appropriate buy in to the change where stores would now be charged rent. (P)
- Providing a vision for the future has been important to understand how we approach getting there. (OT)
- Through his Directors, John encourages the implementation and management of change. Any concerns are taken up through the Directors but John has an open door policy when it comes to anyone needing to discuss any concerns. (RT)
- Not sure I have enough to answer this question. (OT)
- John always encourages the team and involves them to improve process and manage and initiate change (DR)
- Hard to think of specific examples at this time. (DR)
- John communicates a compelling and inspired vision for change and the core steps or obstacles that his team or the organization is likely to face in making change. (OT)
- Often we will pivot on a deal due to some significant impact and John will be ahead of it to explain what and why while also having a new game plan and direction in place to keep things on the rails. He will explain the reasoning and offer discussions where applicable. (RT)

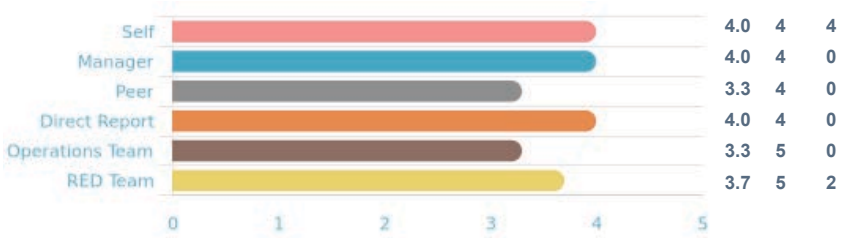
Competency Breakout

The Competency Breakout section of the report provides both the quantitative Findings on this Competency, as well as the Insights provided through open feedback. Findings shows measures of the Competency, with an Average Rating and High & Low Ratings for each Rater Group. This information helps you to understand which behaviors or practices demonstrating this competency are observed (or not) and by which rater groups.

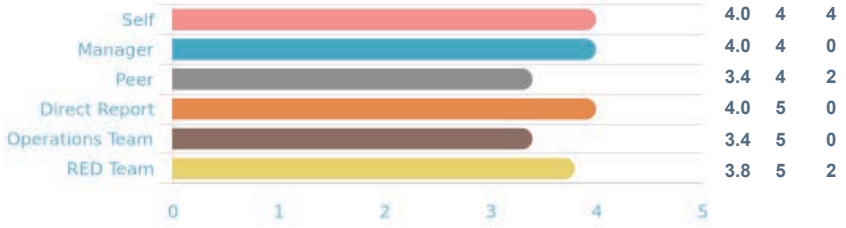
A - Average H - Highest Score L - Lowest Score

People Development

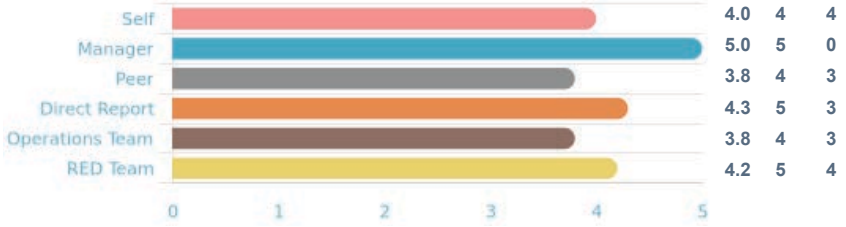
How frequently does John give constructive feedback that helps others improve?



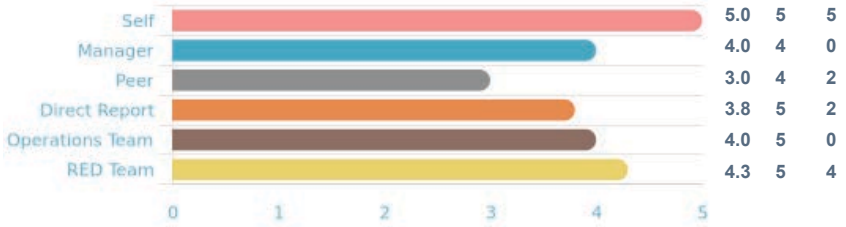
How often does John act in a mentor or coach-like manner?



Does John recognize and support the career aspirations of others?



Does John create a psychologically safe environment for his immediate team?



0-Not Observed 1-Never/Rarely 2-Occasionally 3-Sometimes 4-Often 5-Always/Almost Always

Competency Breakout - Insights

The Competency Breakout - Insights is a summary of open feedback on your performance of this Competency. This information enables you to understand directly from your Raters who work with you day to day how they observe and experience your performance of this competency.

People Development Feedback

Can you provide examples of how John has supported the growth/development of team members?

- Gives them exposure to the Board (M)
- John always carries conversations to engage others (RT)
- Discusses one on one and will provide commentary, suggestions, encouragement (RT)
- Has always supported my decision in choosing an assistant for the property management team (RT)
- John has worked on resetting his team, as well as making sure that his key leads are coached by himself on a daily basis. (M)
- Supportive personality, takes an interest in what motivates the team (OT)
- John has worked with Jim on Board presentations over the past year - e.g. saying more by saying less, understanding the audience, etc. (P)
- John is very supportive of the growth of others. He also observes high level growth and encourages/fosters that growth for continued success of the individual in their career path. (OT)
- Both of John's direct reports in Real Estate have a development action plan. He is currently working closely with the Pharmacy team to improve their leadership skills. (P)
- Promoting Dennis and Jim. I believe he coaches these two well. (P)
- . (OT)
- I have personally seen the encouragement and development (by John) to further the career of our Directors. (RT)
- Not observed (OT)
- Encourages communication within his groups. Engages with multiple levels of individuals within his teams, understanding their abilities and potential areas for growth (DR)
- with responsibility and opportunity (DR)
- John provided opportunities for his team to lead and manage change, from real estate to Pharmacy strategy. (OT)
- Recognizes skills and performance and promotes accordingle (P)
- He has mentioned to our team on more than one occasion that he supports individuals who are looking to grow in their careers, even if it means going to another organization. (OT)
- John communicates with the team members very openly and is open to hear where the team members want to go with their career and how can they get there. (OT)

- He provides Dennis and Jim with opportunities to present at ELT and at the board level. (P)
- Letting team members make the highest level decisions possible. (OT)
- John encourages his team members to always do their best. He is supportive of the various depts. under his management. Through his Directors, John sets out how his team members can grow within the company (RT)
- He has specifically come out and said he would like to support our career aspirations to help elevate to the next level. He has a really big role so I imagine time is limited. (OT)
- John encourages self development with support as required. (DR)
- John outlines how your role fits within the overall strategy. As long as you perform and care, John supports you in execution of your duties. (DR)
- John is a supporter of the development system in the organization and he provides his team challenging and stretching goals. (OT)
- He can be approached with these type discussions however will typically not instigate them at my level. He does however support the growth of the dept as a whole. He will spend significant time with his 2 individuals that report to him to establish their growth path. (RT)

Competency Breakout

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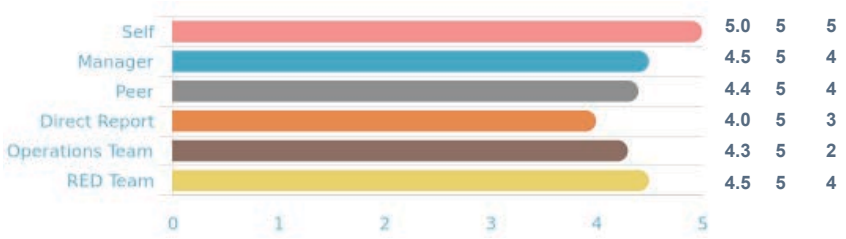
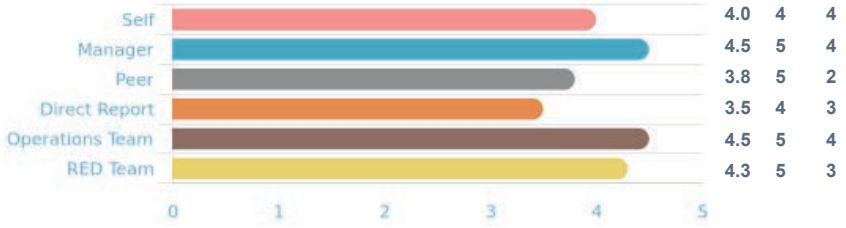
A - Average H - Highest Score L - Lowest Score

Business Orientation

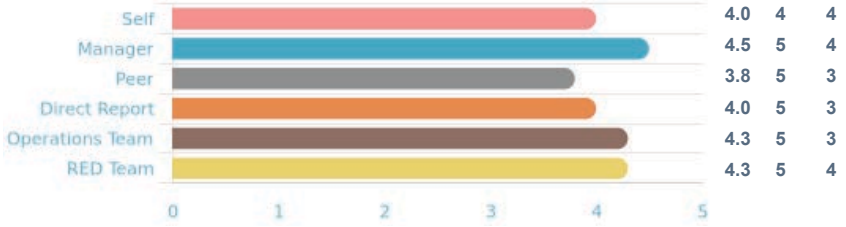
Does John demonstrate an understanding of the industry trends in his area affecting XYZ Company, and the sector more broadly?



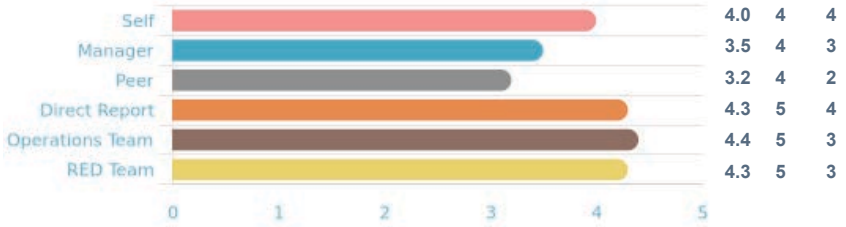
How frequently does John make decisions that contribute positively to the financial health of XYZ Company?



How frequently does John balance XYZ Company's short-term operational needs with long-term strategic goals?



How often does John demonstrate sound business acumen in his decision-making?



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Competency Breakout - Insights

The Competency Breakout - Insights is a summary of open feedback on your performance of this Competency. This information enables you to understand directly from your Raters who work with you day to day how they observe and experience your performance of this competency.

Business Orientation Feedback

Can you provide specific examples of decisions or actions taken by John that had a positive impact on the business, such as improving profitability, enhancing efficiency, or driving growth?

- Adaptable....tight post analysis of financials vs pro forma is an opportunity (M)
- John always put emphasis on long terms financial goal on any decision made (RT)
- Empower team members to be responsible for their roles so they can manage, communicate to the parties that they work with on a daily basis (RT)
- The decisions to close down a few stores was met with apprehension but made financial sense. This was the first time XYZ Compnay had closed a store. (RT)
- Recently we worked on closure of 2 stores, replacing with income-generating tenants - John led this process, and continues to do so. (M)
- Not at this time (OT)
- Sage Hill / Hamptons transaction - creative, significant improvement in profitability if deal closes (P)
- John has taken our real estate team to new levels of success. Continued Growth in our Health and Wellness category. Always looking for new profitable ventures. (OT)
- John has lead a significant change in our tenant mix on our sights, he ensures the tenant is a compliment to the site and maximizes rent generated. (P)
- RED as a line of business; Holdco (not just John's work); properly charging fees to tenants. (P)
- . (OT)
- John has been instrumental in the formation of the the RED Holdco - without him it wouldn't have happened. (RT)
- Creating RED, creating a hold-co and always considering the long-term implications of strategic with each investment and decision (OT)
- Restructuring of our RED division to a Holdco company, working with Environics to develop a long term growth strategy for the association. (DR)
- Asset optimization, site selection, Pharmacy Strategy (OT)
- Creating a separate entity for Real Estate Development to improve the borrowing strength of XYZ Company (P)
- Approving capital for expansion or renovation or additional equipment. Reviewing contracts to ensure that CCA gets the best deal possible. (OT)

- John always base his decisions on facts and understand that the decisions made can affect the long term goals of the company. Examples are the wholesaler agreement/ Care acquisition / RED strategy etc. (OT)
- The creation of RED as and LOB, Strategically driving health and wellness (P)
- Changing the method by which our teams report results, driving the focus towards the metrics of interest. Staying open to the advice of subject matter experts. Understanding the needs of the business from a human capital standpoint. (OT)
- John has been instrumental in expanding the company's business through acquisitions of like businesses. This vision has vastly improved our place in the market. He is aggressive in a positive manner for expansion and growth. He fosters his various team members to share in his vision and to embrace the opportunities these changes bring. (RT)
- RED is not a line of business. The profitability of each LOB is being compared to what would have been earned had a CRU been there. (OT)
- Strategic decisions for for store closures and acquisitions. supporting geographic expansion (DR)
- Hard question to answer - too broad. (DR)
- John has been one of the architects of the RED division which is transformative for the organization. John's leadership within RED is focused on resetting processes in order to enhance the divisions efficiencies and information-systems. (OT)
- Re-initiating conversations regarding store closures and future site growth options to stop the bleeding and identify growth options/areas for future development. (RT)

Confirmed Strengths

Here are your Confirmed Strengths. These strengths are areas where your performance is stronger and aligned between your own observations and those of your Raters. Use these insights to continue building on what you already do well.

Rank	Competency	Item	Self	Rater Average	Gap
1	Business Orientation	Does John demonstrate an understanding of the industry trends in his area affecting XYZ Company, and the sector more broadly?	5.0	4.3	-0.7
2	Results Orientation	How often does John demonstrate a strong commitment to achieving high-quality results?	5.0	4.3	-0.7
3	Strategic Thinking	Does John seek out and analyze data to inform strategic decisions?	5.0	4.1	-0.9
4	Results Orientation	How often does John define and pursue ambitious goals for the team?	5.0	4.1	-0.9
5	Team Leadership	Does John create an inclusive and supportive team environment?	4.0	4.4	0.4

Confirmed Opportunities

These are your Confirmed Opportunities for growth. These areas have been consistently highlighted as key opportunities for improvement, both by yourself and others. Focusing on these items will help you enhance your effectiveness and continue your professional development.

Rank	Competency	Item	Self	Rater Average	Gap
1	Decision Making	How frequently does John involve team members in the decision-making process, when appropriate?	3.0	3.9	0.9

Hidden Strengths

Here are your Hidden Strengths, which represent areas where others recognize your performance is stronger, but you may not be fully aware of them yourself. Uncovering these hidden strengths can be incredibly valuable, as it allows you to leverage untapped potential and build confidence in areas you may have overlooked. By exploring and embracing these strengths, you can further enhance your impact and contribute even more effectively to your team and organization.

Rank Competency	Item	Self	Rater Average	Gap

Hidden Opportunities

These are your Hidden Opportunities, which highlight areas for growth that others have observed but may not be on your radar yet. Recognizing and addressing these hidden opportunities can be a powerful step in your development, as it opens up new avenues for improvement that you might not have considered. By becoming aware of these areas and actively working on them, you can enhance your overall performance and achieve greater success in your role and beyond.

Rank Competency	Item	Self	Rater Average	Gap

Competency Index

The Competency Index Summary shows you the average rating from each rater group by item. Here you can compare your self-rating with the average ratings from your Rater groups. In addition, the largest difference from your self-rating is highlighted.

S-Self M-Manager P-Peer D-Direct Report O-Operations Team R-RED Team RA-Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Hidden Opportunities

	S	M	P	D	O	R	RA
Teamwork/Collaboration - How often does John encourage others to share their ideas and opinions?	4.0	4.0	3.6	4.5	4.1	4.4	4.1
Teamwork/Collaboration - How frequently does John create opportunities for his team to engage in group activities and discussions?	4.0	4.0	4.0	3.5	3.5	4.0	3.8
Teamwork/Collaboration - How frequently does John recognize and show appreciation for the contributions of team members?	4.0	3.5	3.6	4.3	3.9	4.4	4
Teamwork/Collaboration - How often does John facilitate collaboration between his team and other departments?	4.0	4.0	3.0	3.5	4.0	4.0	3.7
Communication - How frequently does John clearly communicate goals and expectations to team members?	4.0	4.0	3.5	4.0	4.0	4.0	3.9
Communication - How often does John provide constructive feedback to team members, when appropriate?	4.0	4.0	3.5	4.0	3.9	4.0	3.9
Communication - How often does John actively listen to other people's concerns and suggestions?	4.0	4.5	3.4	4.0	4.1	4.1	4
Communication - How frequently does John keep others informed about important updates and changes that may affect them or their work?	4.0	4.5	3.6	4.3	3.3	3.9	3.7
Strategic Thinking - How often does John identify potential challenges and opportunities for the team?	4.0	4.0	3.8	3.8	4.2	4.0	4
Strategic Thinking - How frequently does John articulate a clear and compelling vision of the future?	4.0	3.5	3.4	4.3	3.8	4.1	3.9
Strategic Thinking - How often does John incorporate long-term goals into daily decision-making?	4.0	3.5	3.8	4.3	4.2	4.2	4.1
Strategic Thinking - Does John seek out and analyze data to inform strategic decisions?	5.0	4.0	3.8	4.5	4.3	4.0	4.1
Team Leadership - How often does John set clear and specific goals and expectations for the team?	5.0	5.0	3.3	4.0	4.2	3.7	4
Team Leadership - Does John delegate tasks appropriately and effectively to team members?	4.0	4.5	3.6	4.3	3.7	3.7	3.8
Team Leadership - How frequently does John address performance issues promptly and constructively?	4.0	4.0	3.0	4.0	4.0	4.2	3.8
Team Leadership - Does John create an inclusive and supportive team environment?	4.0	4.0	4.0	5.0	4.7	4.1	4.4

S-Self M-Manager P-Peer D-Direct Report O-Operations Team R-RED Team RA-Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Hidden Opportunities

	S	M	P	D	O	R	RA
Results Orientation - How often does John define and pursue ambitious goals for the team?	5.0	3.5	4.2	4.8	4.1	4.0	4.1
Results Orientation - Does John effectively monitor the team's progress towards stated goals and objectives?	4.0	5.0	4.2	4.0	3.7	4.0	4
Results Orientation - How frequently does John celebrate and recognize team achievements?	5.0	3.5	3.6	4.0	3.6	4.0	3.8
Results Orientation - How often does John demonstrate a strong commitment to achieving high-quality results?	5.0	3.5	4.0	4.5	4.4	4.3	4.2
Decision Making - How frequently does John involve team members in the decision-making process, when appropriate?	3.0	5.0	3.6	4.0	3.7	4.2	3.9
Decision Making - How often does John make timely decisions even under pressure?	3.0	5.0	3.2	3.3	4.6	4.2	4
Decision Making - How frequently does John communicate the rationale behind his decisions to relevant parties?	4.0	4.5	3.2	4.0	3.6	3.7	3.7
Decision Making - How often does John adapt decisions based on new information or changing circumstances?	4.0	4.0	3.4	4.0	3.5	4.6	3.8
Customer Focus - How often does John make an active effort to better understand customer needs and expectations?	4.0	5.0	3.4	3.7	3.7	4.0	3.8
Customer Focus - How frequently does John ensure that customer feedback is used to improve XYZ Company's services or products?	4.0	5.0	3.7	3.7	3.5	4.2	3.8
Customer Focus - How often does John make deliberate efforts to build strong relationships with customers outside of XYZ Company?	5.0	4.0	3.6	3.5	3.8	4.0	3.8
Customer Focus - Does John address customer concerns and issues promptly when they arise?	4.0	5.0	4.0	4.5	4.0	4.3	4.2
Change Management - How often does John effectively communicate rationales/reasons for change to affected parties?	4.0	4.0	3.6	4.0	3.4	4.2	3.7
Change Management - Does John proactively support others during periods of change?	4.0	4.0	4.0	3.8	3.7	4.2	3.9
Change Management - Does John effectively identify and manage risks associated with change?	4.0	4.0	3.6	4.0	3.8	4.2	3.9
Change Management - How often does John actively encourage team members to embrace and adapt to change?	4.0	4.0	4.0	4.0	3.9	4.0	4

S-Self M-Manager P-Peer D-Direct Report O-Operations Team R-RED Team RA-Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Hidden Opportunities

	S	M	P	D	O	R	RA
People Development - How frequently does John give constructive feedback that helps others improve?	4.0	4.0	3.3	4.0	3.3	3.7	3.5
People Development - How often does John act in a mentor or coach-like manner?	4.0	4.0	3.4	4.0	3.4	3.8	3.6
People Development - Does John recognize and support the career aspirations of others?	4.0	5.0	3.8	4.3	3.8	4.2	4
People Development - Does John create a psychologically safe environment for his immediate team?	5.0	4.0	3.0	3.8	4.0	4.3	3.8
Business Orientation - Does John demonstrate an understanding of the industry trends in his area affecting XYZ Company, and the sector more broadly?	5.0	4.5	4.4	4.0	4.3	4.5	4.3
Business Orientation - How frequently does John make decisions that contribute positively to the financial health of XYZ Company?	4.0	4.5	3.8	3.5	4.5	4.3	4.2
Business Orientation - How frequently does John balance XYZ Company's short-term operational needs with long-term strategic goals?	4.0	4.5	3.8	4.0	4.3	4.3	4.2
Business Orientation - How often does John demonstrate sound business acumen in his decision-making?	4.0	3.5	3.2	4.3	4.4	4.3	4.1

Processing Your 360-Degree Feedback

Receiving 360-degree feedback can be both enlightening and challenging. It’s natural to feel a range of emotions as you review the insights provided by your peers, direct reports, and managers. However, to make the most of this feedback, it's important to approach it with an open mind and a willingness to learn. Here are some best practices and suggestions to help you process your feedback effectively:

- **Acknowledge Your Initial Reactions:** It’s common to have an emotional response to feedback, especially if it’s unexpected or critical. Take a moment to recognize how you’re feeling without reacting impulsively. This emotional awareness will help you approach the feedback more objectively.

- **Balance Positive and Constructive Feedback:** People often tend to focus more on negative or constructive feedback, sometimes at the expense of overlooking positive feedback. Make sure to give equal weight to both. Your strengths are just as important as your areas for improvement and can serve as a foundation for further growth.

- **Avoid Dismissing Feedback You Disagree With:** It’s tempting to disregard feedback that doesn’t align with your self-perception. Instead of dismissing it, take time to reflect on it. Ask yourself why someone might see you in that light and whether there’s an opportunity to learn from their perspective.

- **Look for Patterns and Themes:** Pay attention to recurring themes in your feedback. If multiple raters are pointing out the same strengths or opportunities, this is a clear signal that these areas are significant to your overall performance. Patterns can also help you prioritize which areas to focus on first.

- **Seek Clarification When Needed:** If there are aspects of the feedback that are unclear or surprising, consider discussing them with your manager or a trusted colleague. Sometimes additional context can provide a deeper understanding and help you better interpret the feedback.

Next Steps

Now that you've reviewed the report it's important to harness your energy around the feedback and start identifying your priorities you wish to translate into action. Here are some best practices and suggestions to help you organize your thoughts into effective and actionable steps:

1. **Take Time to Reflect:** After reading through the feedback, step away for a short period. This break allows you to process your initial emotional reactions and come back with a clearer mindset.

2. **Review the Feedback Holistically:** Go through the entire report once again, focusing on both strengths and areas for development. Look at the feedback from different rater groups to understand the diverse perspectives.

3. **Identify Key Takeaways:** Highlight the most important points, particularly those that are repeated across different sections or rater groups. These are likely the areas that need your attention the most.

4. **Create an Action Plan:** Based on the feedback, develop a plan to capitalize on your strengths and address your opportunities for growth. Set specific, measurable goals with timelines to help you stay on track.

5. **Follow Up:** Share your action plan with your manager or a mentor and seek their support in your development journey. Regularly check in on your progress and adjust your plan as needed based on ongoing feedback and self-reflection.

By following these steps and embracing a growth mindset, you can turn your 360-degree feedback into a powerful tool for exponential personal and professional growth. Remember, receiving feedback is an opportunity to elevate your performance and potential. How you choose to respond to it will significantly shape your future success. May you find inspiration in this simple yet powerful quote from William James – a renowned thought leader in psychology and philosophy - "Act as if what you do makes a difference. It does."