



**KORN/FERRY INTERNATIONAL**

**Individual Contributor**

**DuPont**

Report for:

**Brandon Jennings**

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Your Report Contains

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## Interpretation

### Definitions and Explanations

- **Competencies, and Items** - The survey and feedback report are organized by competencies and items. Each competency consists of several items (individual survey statements) related to a competency. The wording of some items and competencies presented may be condensed from the actual wording used in the survey.
- **Comparative Data**
  - **Comparison Groups** – Comparison group scores may be included in your report for competencies and items, represented by a column of data adjacent to your individual scores. The comparative ratings are also plotted graphically, represented by a symbol corresponding to the symbol above the column header.
  - **Norms** - Normative scores may also be included in your results to offer additional comparative ratings. If normative results are provided, they are represented by a separate column of data. These comparative ratings are also plotted graphically, represented by a symbol corresponding to the symbol above the column header.

### How Scores are Calculated

Raters were asked to respond to each survey item according to the scale found on the Response Rates page (next page). Scores are averaged and presented for each rating category at the competency and item levels. Responses of Don't Know or Not Applicable and missing responses are not included in the calculations.

***You are now ready to interpret your feedback. Thank you for participating!***

## Response Rates

	Surveys Received
Self	1
Manager	1
Peer	28
Other	25

Note: If the minimum number of responses has not been met for a particular rating category other than self or manager, the data for that category may be displayed in the category "Other". The data will be omitted from your report if combining it with "Other" does not result in the minimum number of responses being met for "Other".

### Scale

- 1 = Low
- 2 = Moderate
- 3 = High
- 4 = Very High
- na = Unknown












## Overview of Competencies

This section provides an overview of your individual competency scores and the corresponding competency importance ratings. A full understanding of each competency is necessary to interpret your report. The best way to understand the composition of a competency is to review the list of items pertaining to that competency. Use this section to give you a top-line understanding of where others feel your relative strengths and development needs are.

Explanation of the graphs:

- Results are presented at the competency level. Each competency is comprised of several items. Items are not shown in this section of the report but will appear later in this report.
- Scores for each competency are displayed as horizontal bars, arranged in descending order by the average rating from all raters excluding the self.
- Competency importance ratings are shown in the table to the right and are displayed by rater category. The "Total" column represents the number of raters who selected the given competency as important for success in your role.
- Comparing the average score you received for a competency with the perceived importance of this competency can be instrumental in determining where to focus your development efforts. For example, you may choose to focus on a competency that is deemed critical to your role, even if it does not have the lowest overall score.

## Overview of Competencies

# Competency	Score					Importance				Total n =55
	0	1	2	3	4	Self	Manager	Peer	Other	
1 DuPont Core Values	3.78 									
2 Engagement	3.50 					0	1	13	10	24
3 Teamwork/Collaboration	3.46 					0	1	22	21	44
4 DuPont Directives	3.43 									
5 Embracing Change	3.37 					0	0	8	11	19
6 Managing for Productivity	3.35 					1	1	9	6	17
7 Building Sustainable Customer Relationships	3.30 					0	0	15	12	27
8 Communicating With Impact	3.30 					1	1	16	17	35
9 Analysis and Judgment	3.21 					1	0	13	10	24
10 Innovation	3.14 					0	0	8	8	16
11 Business Acumen	3.11 					1	0	8	5	14

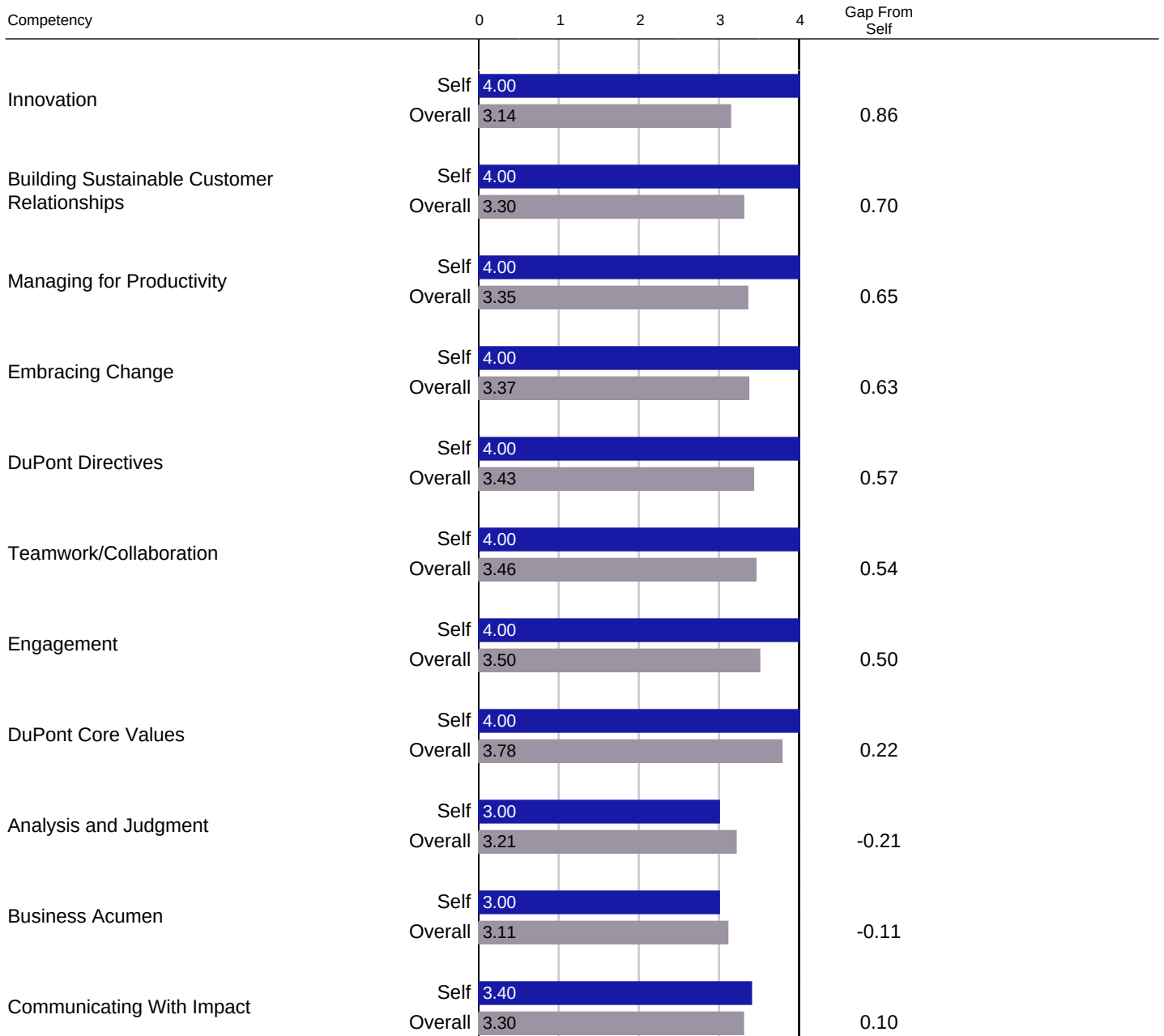
## Gap Summary

The Gap Summary allows you to quickly identify differences, or “Gaps”, between how you assessed yourself and how your raters assessed you.

Explanation of the graphs:

- Results are presented at the competency level. Each competency is comprised of several items. Items are not shown in this section of the report but will appear later in this report.
- The rating gap is shown at the right of each rating category score. The rating gap is equal to the difference between the self score and the overall score. When the self score is higher than the overall raters' score, the gap appears as a positive number. When the self score is lower than the overall raters' score, the gap appears as a negative number.
- Competencies are sorted according to the absolute value – positive or negative – of the gap, from largest to smallest.

## Gap Summary





## Item Detail

This section displays your results for each competency with the corresponding item scores that comprise that competency. Use this section to compare the perceptions of each rater category for each item.

- Results are presented at the item level. Items are the basis of competency ratings, and represent the individual items rated by you and your raters.
- Color-coded and labeled horizontal bars display the item ratings from the self and each rater category. Items are grouped within the context of their parent competency. Competency results for each rater category are displayed at the top of each section of items.
- Similar to the gap summary displayed on the previous page, the gap column to the right of the bar graph denotes the difference between the self score and the score of the rating group in that row. A positive number indicates a self score higher than that of the specified rater group; a negative number indicates a rater score higher than the self score.
- If provided in your report, normative comparisons will be denoted by a column to the right of the “gap.” The value of the norm score for each rater group will appear in this column. The norm will also be plotted graphically on the bar graph, represented by a symbol corresponding to the symbol above the column header.
- An additional element of this section, under the header *Distribution*, shows the detail of how members of each rating category rated each item. The displayed columns show each response option (refer to the “Response Rates” page of this report for definition of the scale values). The number under each of the response options indicates the number of people in the category who selected that option.
- This allows you to compare item ratings from each rater category within the context of the parent competency. The comprehensive *Distribution* columns help you determine the spread of rater responses for each item and the level of agreement within and across rater categories.

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>DuPont Core Values</b>						
Self	4.00					
Manager	3.25					0.75
Peer	3.78					0.22
Other	3.80					0.20
Overall	3.78					0.22

#	Item Text	Distribution					Gap From Self	na					
		0	1	2	3	4		1	2	3	4	na	
1.	Safety and Health - Is an advocate for the highest standards of safety & health, and actively recognizes & celebrates good safety performance.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.81					0.19	0	0	5	22	1
		Other	3.75					0.25	0	0	5	15	5
		Overall	3.77					0.23	0	0	11	37	6
2.	Environmental Stewardship - Takes the role of environmental steward very seriously.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.68					0.32	0	0	6	13	9
		Other	3.62					0.38	0	0	5	8	12
		Overall	3.64					0.36	0	0	12	21	21
3.	High Ethical Standards - Demonstrates the highest ethical standards in all decisions and interactions.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.78					0.22	0	0	6	21	1
		Other	3.86					0.14	0	0	3	18	4
		Overall	3.80					0.20	0	0	10	39	5
4.	Respect for People - Demonstrates a respect for people from all backgrounds and at all levels of the organization.	Self	4.00						0	0	0	1	0
		Manager	4.00					0.00	0	0	0	1	0
		Peer	3.85					0.15	0	0	4	23	1
		Other	3.92					0.08	0	0	2	23	0
		Overall	3.89					0.11	0	0	6	47	1

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>DuPont Directives</b>						
Self	4.00					
Manager	2.75					1.25
Peer	3.37					0.63
Other	3.53					0.47
Overall	3.43					0.57

#	Item Text	Distribution					Gap From Self	1	2	3	4	na	
		0	1	2	3	4							
5.	Speed & Agility - Able to respond faster than our competition and work creatively with customers. Working with streamlined, standardized global processes to minimize the amount of time and effort it takes to achieve our productivity goals and fulfill customer needs. Able to "pick up the pace of play" and work smarter.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.30					0.70	0	3	13	11	1
		Other	3.37					0.63	0	2	8	9	6
		Overall	3.30					0.70	0	6	21	20	7
6.	Accountability - Takes ownership for results - whether positive or negative. Seeing unique opportunities, stepping into new spaces and taking ownership to surmount gaps or barriers.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.37					0.63	0	3	11	13	1
		Other	3.55					0.45	0	1	8	13	3
		Overall	3.44					0.56	0	4	20	26	4
7.	Transparency - Having openness with our customers, colleagues and other stakeholders. Removing hidden agendas. Communicating "bad news" when appropriate and providing the right people with clear and accurate data and information.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.44					0.56	0	1	12	12	3
		Other	3.58					0.42	0	2	4	13	6
		Overall	3.49					0.51	0	3	17	25	9
8.	Collaboration - Actively seeks out, engages and works with internal & external resources/organizations/partners, to leverage capabilities, to achieve extraordinary results.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.39					0.61	0	3	11	14	0
		Other	3.57					0.43	0	2	6	15	2
		Overall	3.46					0.54	0	5	18	29	2

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Building Sustainable Customer Relationships</b>						
Self	4.00					
Manager	2.80					1.20
Peer	3.27					0.73
Other	3.38					0.62
Overall	3.30					0.70

#	Item Text	Distribution					Gap From Self	Distribution					
		0	1	2	3	4		1	2	3	4	na	
9.	Seeks to understand customers/clients – Seeks information to understand customers' circumstances, problems, expectations, and needs.	Self	4.00						0	0	0	1	0
		Manager	4.00					0.00	0	0	0	1	0
		Peer	3.32					0.68	0	2	15	11	0
		Other	3.47					0.53	0	1	7	9	8
		Overall	3.39					0.61	0	3	22	21	8
10.	Educates customers/clients – Shares information with customers to build their understanding of issues and capabilities.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.35					0.65	1	2	10	13	2
		Other	3.18					0.82	1	2	7	7	8
		Overall	3.27					0.73	2	4	18	20	10
11.	Builds collaborative relationships – Builds rapport and cooperative relationships with customers.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.29					0.71	1	3	11	13	0
		Other	3.35					0.65	0	3	7	10	5
		Overall	3.31					0.69	1	6	19	23	5
12.	Takes action to meet customer/client needs and concerns – Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids over-commitments.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.23					0.77	2	2	10	12	2
		Other	3.39					0.61	0	2	7	9	7
		Overall	3.27					0.73	2	5	17	21	9
13.	Sets up customer/client feedback systems – Implements ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.20					0.80	2	2	10	11	3
		Other	3.50					0.50	0	1	6	9	9
		Overall	3.29					0.71	2	4	16	20	12

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Innovation</b>						
Self	4.00					
Manager	2.60					1.40
Peer	3.11					0.89
Other	3.21					0.79
Overall	3.14					0.86

#	Item Text	Distribution					Gap From Self	Distribution					
		0	1	2	3	4		1	2	3	4	na	
14.	Challenges boundaries and status quo – Identifies assumptions in the way problems or situations are defined or presented; sees alternative ways to look at or define problems; is not constrained by the thoughts or approaches of others.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.13					0.87	1	4	10	9	4
		Other	3.06					0.94	1	2	8	5	9
		Overall	3.10					0.90	2	6	19	14	13
15.	Leverages competitive knowledge and diverse resources – Draws upon multiple, diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.21					0.79	1	2	12	9	4
		Other	3.33					0.67	0	3	4	8	10
		Overall	3.23					0.77	1	6	16	17	14
16.	Thinks expansively – Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.08					0.92	1	7	7	11	2
		Other	3.35					0.65	0	3	5	9	8
		Overall	3.18					0.82	1	10	13	20	10
17.	Evaluates current and emerging solutions – Examines numerous potential solutions and evaluates each before accepting any.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.05					0.95	0	3	15	4	6
		Other	3.06					0.94	1	3	8	6	7
		Overall	3.05					0.95	1	6	24	10	13
18.	Ensures market relevance – Targets important areas for innovation and develops solutions that address meaningful work issues.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.19					0.81	0	2	9	5	12
		Other	3.18					0.82	0	3	3	5	14
		Overall	3.14					0.86	0	6	12	10	26

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Teamwork/Collaboration</b>						
Self	4.00					
Manager	2.86					1.14
Peer	3.30					0.70
Other	3.67					0.33
Overall	3.46					0.54

#	Item Text	Distribution					Gap From Self	Distribution					
		0	1	2	3	4		1	2	3	4	na	
19.	Seeks opportunities to collaborate – Tries to build effective working relationships with other people.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.41					0.59	0	4	8	15	1
		Other	3.67					0.33	0	2	4	18	1
		Overall	3.52					0.48	0	6	13	33	2
20.	Clarifies the current situation – Probes for and provides information to clarify situations.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.32					0.68	0	4	11	13	0
		Other	3.57					0.43	0	2	6	15	2
		Overall	3.42					0.58	0	6	18	28	2
21.	Demonstrates inclusive behavior – Establishes relationships with and learns more about people of other cultures and backgrounds; continually examines own biases and behaviors to avoid stereotypical responses.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.32					0.68	3	1	8	16	0
		Other	3.65					0.35	0	1	6	16	2
		Overall	3.46					0.54	3	2	15	32	2
22.	Champions diversity – Advocates the value of diversity to others; takes actions to increase diversity in the workplace (e.g., by recruiting and developing people from varied backgrounds and cultures); confronts racist, sexist, or inappropriate behavior by others; challenges exclusionary organizational practices.	Self	4.00						0	0	0	1	0
		Manager	4.00					0.00	0	0	0	1	0
		Peer	3.44					0.56	1	3	6	17	1
		Other	3.77					0.23	0	0	5	17	3
		Overall	3.60					0.40	1	3	11	35	4
23.	Develops others' and own ideas – Seeks and expands on original ideas, enhances others' ideas, and contributes own ideas about the issues at hand.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.18					0.82	1	5	10	12	0
		Other	3.55					0.45	0	2	6	14	3
		Overall	3.31					0.69	1	8	16	26	3

## Item Detail

#	Item Text		Distribution					Gap From Self	Distribution				
			0	1	2	3	4		1	2	3	4	na
24.	Subordinates personal goals – Places higher priority on team or organization goals than on own goals.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.29					0.71	1	1	10	9	7
		Other	3.73					0.27	0	0	4	11	10
		Overall	3.43					0.57	1	2	14	20	17
25.	Facilitates agreement using good interpersonal skills – Gets partners' agreement to support ideas or take partnership-oriented action; uses sound rationale to explain value of actions. In words and actions, makes people feel value of actions. In words and actions, makes people feel valued, appreciated, and included (enhances self-esteem, empathizes, involves, discloses, supports).	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.18					0.82	2	3	11	12	0
		Other	3.71					0.29	0	0	6	15	4
		Overall	3.40					0.60	2	3	18	27	4

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Communicating With Impact</b>						
Self						
Manager						0.80
Peer						0.21
Other						-0.06
Overall						0.10

#	Item Text	0	1	2	3	4	Gap From Self	Distribution					
								1	2	3	4	na	
26.	Delivers clear and succinct messages (oral and written) – Uses appropriate vocabulary; is in command of the message; logically and simply conveys ideas; uses effective vocabulary.	Self							0	0	1	0	0
		Manager						1.00	0	1	0	0	0
		Peer						-0.18	3	2	10	13	0
		Other						-0.50	1	0	9	14	1
		Overall						-0.30	4	3	19	27	1
27.	Adjusts language to meet audience needs – Communicates clearly and understandably; sequences information in a logical manner to aid understanding; uses appropriate grammar and punctuation; avoids jargon or technical words; uses a tone and format suggested by the topic and audience.	Self							0	0	1	0	0
		Manager						0.00	0	0	1	0	0
		Peer						-0.21	3	1	11	13	0
		Other						-0.47	1	1	4	11	8
		Overall						-0.30	4	2	16	24	8
28.	Makes complex issues meaningful – Frames message in line with audience's experience, background, and expectations; uses terms, examples, and analogies that have meaning for the audience.	Self							0	0	1	0	0
		Manager						1.00	0	1	0	0	0
		Peer						-0.12	2	4	9	11	2
		Other						-0.42	0	2	7	10	6
		Overall						-0.22	2	7	16	21	8
29.	Listens and responds to questions and objections – Involves the audience by soliciting questions and input; clarifies as needed to help achieve the goals of the session.	Self							0	0	0	1	0
		Manager						1.00	0	0	1	0	0
		Peer						0.68	2	3	7	16	0
		Other						0.54	1	0	10	13	1
		Overall						0.62	3	3	18	29	1
30.	Remains open to ideas – Listens to others and objectively considers others' ideas and opinions, even when they conflict with one's own.	Self							0	0	0	1	0
		Manager						1.00	0	0	1	0	0
		Peer						0.74	2	3	8	14	1
		Other						0.43	0	1	8	14	2
		Overall						0.61	2	4	17	28	3



## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Embracing Change</b>						
Self	4.00					
Manager	2.50					1.50
Peer	3.30					0.70
Other	3.49					0.51
Overall	3.37					0.63

#	Item Text	Distribution					Gap From Self	na					
		0	1	2	3	4		1	2	3	4	na	
31.	Tries to understand changes – Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.22					0.78	1	3	9	10	5
		Other	3.53					0.47	0	1	7	11	6
		Overall	3.35					0.65	1	4	17	21	11
32.	Approaches change or newness positively – Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.39					0.61	0	2	10	11	5
		Other	3.42					0.58	0	1	9	9	6
		Overall	3.37					0.63	0	4	19	20	11
33.	Adjusts behavior – Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.26					0.74	1	3	8	11	5
		Other	3.47					0.53	0	2	4	9	10
		Overall	3.33					0.67	1	5	13	20	15
34.	Maintains interpersonal effectiveness – Adapts interpersonal style to effectively interact with a variety of people.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.28					0.72	1	3	9	12	3
		Other	3.56					0.44	0	2	4	12	7
		Overall	3.36					0.64	1	6	13	24	10

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Analysis and Judgment</b>						
Self	3.00					
Manager	2.57					0.43
Peer	3.11					-0.11
Other	3.39					-0.39
Overall	3.21					-0.21

#	Item Text	Distribution					Gap From Self	Distribution						
		0	1	2	3	4		1	2	3	4	na		
35.	Identifies issues, problems and opportunities – Recognizes issues, problems, or opportunities—and determines whether action is needed.	Self	3.00					0	0	1	0	0		
		Manager	3.00				0.00	0	0	1	0	0		
		Peer	3.04				-0.04	0	9	9	10	0		
		Other	3.21				-0.21	1	3	6	9	6		
		Overall	3.10				-0.10	1	12	16	19	6		
36.	Gathers information – Identifies the need for and collects information to better understand issues, problems, and opportunities.	Self	3.00					0	0	1	0	0		
		Manager	3.00				0.00	0	0	1	0	0		
		Peer	3.25				-0.25	1	4	10	13	0		
		Other	3.56				-0.56	0	2	4	12	7		
		Overall	3.36				-0.36	1	6	15	25	7		
37.	Interprets information – Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.	Self	3.00					0	0	1	0	0		
		Manager	3.00				0.00	0	0	1	0	0		
		Peer	3.15				-0.15	2	4	9	12	1		
		Other	3.35				-0.35	0	4	3	10	8		
		Overall	3.22				-0.22	2	8	13	22	9		
38.	Generates alternatives – Creates relevant options for addressing problems/opportunities and achieving desired outcomes.	Self	3.00					0	0	1	0	0		
		Manager	3.00				0.00	0	0	1	0	0		
		Peer	3.04				-0.04	2	5	11	10	0		
		Other	3.29				-0.29	1	2	5	9	8		
		Overall	3.13				-0.13	3	7	17	19	8		
39.	Chooses appropriate action – Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.	Self	3.00					0	0	1	0	0		
		Manager	2.00				1.00	0	1	0	0	0		
		Peer	3.00				0.00	2	5	11	9	1		
		Other	3.28				-0.28	0	4	5	9	7		
		Overall	3.09				-0.09	2	10	16	18	8		
40.	Commits to action – Implements decisions or initiates action within a reasonable time.	Self	3.00					0	0	1	0	0		
		Manager	2.00				1.00	0	1	0	0	0		
		Peer	3.26				-0.26	2	2	10	13	1		
		Other	3.45				-0.45	1	0	8	11	5		
		Overall	3.31				-0.31	3	3	18	24	6		

## Item Detail

#	Item Text	0	1	2	3	4	Distribution					
							Gap From Self	1	2	3	4	na
41.	Involves others – Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.	Self	3.00					0	0	1	0	0
		Manager	2.00				1.00	0	1	0	0	0
		Peer	3.22				-0.22	1	4	10	12	1
		Other	3.57				-0.57	0	1	7	13	4
		Overall	3.35				-0.35	1	6	17	25	5

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Engagement</b>						
Self	4.00					
Manager	2.67					1.33
Peer	3.45					0.55
Other	3.61					0.39
Overall	3.50					0.50

#	Item Text	Distribution					Gap From Self	Distribution						
		0	1	2	3	4		1	2	3	4	na		
42.	Commits to work – Expresses sense of loyalty and attachment to the organization; exhibits a sense of responsibility to one’s current role in the organization; communicates an intention to stay in the organization for an extended period of time.	Self	4.00					0	0	0	1	0		
		Manager	3.00				1.00	0	0	1	0	0		
		Peer	3.50				0.50	1	1	8	16	2		
		Other	3.73				0.27	0	1	4	17	3		
		Overall	3.59				0.41	1	2	13	33	5		
43.	Cooperates with others – Works collaboratively with others to establish and maintain positive work relationships; acknowledges others' contributions; engages in joint problem solving and idea generation.	Self	4.00					0	0	0	1	0		
		Manager	4.00				0.00	0	0	0	1	0		
		Peer	3.56				0.44	1	0	9	17	1		
		Other	3.70				0.30	0	0	7	16	2		
		Overall	3.63				0.37	1	0	16	34	3		
44.	Retains focus – Demonstrates resilience and flexibility in the face of obstacles; effectively channels emotions to manage job challenges and stress; handles disappointment without losing effectiveness.	Self	4.00					0	0	0	1	0		
		Manager	2.00				2.00	0	1	0	0	0		
		Peer	3.54				0.46	1	0	8	15	4		
		Other	3.56				0.44	0	2	4	12	7		
		Overall	3.51				0.49	1	3	12	27	11		
45.	Welcomes new experiences – Seeks new learning opportunities; pursues intellectual challenges; enjoys changes in one’s work responsibilities, work processes, or work environment.	Self	4.00					0	0	0	1	0		
		Manager	3.00				1.00	0	0	1	0	0		
		Peer	3.52				0.48	1	1	7	16	3		
		Other	3.65				0.35	0	1	4	12	8		
		Overall	3.56				0.44	1	2	12	28	11		
46.	Drives toward success – Possesses an energetic and assertive achievement orientation; seeks opportunities to solve work problems and accomplish challenging work goals.	Self	4.00					0	0	0	1	0		
		Manager	2.00				2.00	0	1	0	0	0		
		Peer	3.37				0.63	1	2	10	14	1		
		Other	3.55				0.45	0	1	7	12	5		
		Overall	3.42				0.58	1	4	17	26	6		
47.	Expresses self-confidence – Approaches work challenges with a “can do” mind-set; considers oneself at least as capable as others; assumes that hard work will lead to successful outcomes.	Self	4.00					0	0	0	1	0		
		Manager	2.00				2.00	0	1	0	0	0		
		Peer	3.35				0.65	2	1	9	14	2		
		Other	3.50				0.50	0	2	6	12	5		
		Overall	3.38				0.62	2	4	15	26	7		

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Managing for Productivity</b>						
Self	4.00					
Manager	2.40					1.60
Peer	3.24					0.76
Other	3.56					0.44
Overall	3.35					0.65

#	Item Text	Distribution					Gap From Self	Distribution					
		0	1	2	3	4		1	2	3	4	na	
48.	Prioritizes – Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.10					0.90	1	4	8	8	7
		Other	3.63					0.37	0	1	4	11	9
		Overall	3.32					0.68	1	5	13	19	16
49.	Determines tasks and resources - Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials and people needed.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.08					0.92	1	4	11	8	4
		Other	3.44					0.56	1	1	4	10	9
		Overall	3.20					0.80	2	6	15	18	13
50.	Schedules – Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts; develops timelines and milestones.	Self	4.00						0	0	0	1	0
		Manager	3.00					1.00	0	0	1	0	0
		Peer	3.39					0.61	1	2	7	13	5
		Other	3.56					0.44	1	0	4	11	9
		Overall	3.45					0.55	2	2	12	24	14
51.	Leverages resources – Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently; coordinates with internal and external partners.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.21					0.79	1	2	12	9	4
		Other	3.53					0.47	0	2	4	11	8
		Overall	3.31					0.69	1	5	16	20	12
52.	Stays focused – Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.	Self	4.00						0	0	0	1	0
		Manager	2.00					2.00	0	1	0	0	0
		Peer	3.28					0.72	1	2	11	11	3
		Other	3.53					0.47	0	1	7	11	6
		Overall	3.36					0.64	1	4	18	22	9

## Item Detail

Competency						
	0	1	2	3	4	Gap From Self
<b>Business Acumen</b>						
Self	3.00					
Manager	2.57					0.43
Peer	3.05					-0.05
Other	3.24					-0.24
Overall	3.11					-0.11

#	Item Text	Distribution					Gap From Self	Distribution								
		0	1	2	3	4		1	2	3	4	na				
53.	Understands the business – understands the organization’s business model and competitive position in the marketplace; how the business leverages core competencies for growth and profitability; the value proposition to external customers.	Self	2.00									0	1	0	0	0
		Manager	2.00				0.00	0	1	0	0	0	0	0	0	0
		Peer	2.79				-0.79	1	6	8	4	9				
		Other	3.27				-1.27	0	3	2	6	14				
		Overall	2.94				-0.94	1	10	10	10	23				
54.	Understands business operations – understands the organization’s structure, systems, functions, and business processes; how the organization operates, including its planning processes and decision-making channels; information management systems; how products and services are developed, sold, and delivered to customers.	Self	2.00									0	1	0	0	0
		Manager	3.00				-1.00	0	0	1	0	0	0	0	0	0
		Peer	2.63				-0.63	1	8	7	3	9				
		Other	3.17				-1.17	1	3	1	7	13				
		Overall	2.84				-0.84	2	11	9	10	22				
55.	Applies financial data – Understands financial goals and interprets financial data related to business success measures, such as a balanced scorecard; reads and understands the implications of balance sheets, graphs, charts, tables, and so forth accurately; performs quantitative calculations in building a business case, preparing budgets, evaluating program impact, and calculating return-on-investment.	Self	4.00									0	0	0	1	0
		Manager	4.00				0.00	0	0	0	1	0	0	0	1	0
		Peer	3.44				0.56	1	1	4	10	12				
		Other	3.50				0.50	0	1	3	6	15				
		Overall	3.48				0.52	1	2	7	17	27				
56.	Uses business terminology to gain credibility – translates technical jargon into business terminology that stakeholders will understand and respect; speaks the language of the business when applying professional expertise.	Self	3.00									0	0	1	0	0
		Manager	3.00				0.00	0	0	1	0	0	0	0	0	0
		Peer	3.12				-0.12	1	3	6	7	11				
		Other	3.33				-0.33	0	3	0	6	16				
		Overall	3.19				-0.19	1	6	7	13	27				
57.	Recognizes business priorities – tracks the changing needs and expectations of external customers; identifies links between internal demands and external needs; works to understand business priorities to achieve greater success.	Self	3.00									0	0	1	0	0
		Manager	2.00				1.00	0	1	0	0	0	0	0	0	0
		Peer	3.18				-0.18	1	2	7	7	11				
		Other	3.22				-0.22	0	2	3	4	16				
		Overall	3.15				-0.15	1	5	10	11	27				

## Item Detail

#	Item Text						Distribution					
		0	1	2	3	4	Gap From Self	1	2	3	4	na
58.	Creates a value proposition – establishes the link between business needs and specific solutions; documents how solutions will achieve targeted business results; identifies outcomes that will result from implementing solutions; creates a compelling business case.						-0.03	2	9	7	14	22
		Self	3.00					0	0	1	0	0
		Manager	2.00				1.00	0	1	0	0	0
		Peer	2.95				0.05	2	5	5	8	8
		Other	3.27				-0.27	0	3	2	6	14
		Overall	3.03									
59.	Advances the business agenda – understands how decisions are made in the organizational structure and how power is exercised; recognizes key stakeholders and their priorities; leverages understanding of politics across business units and decision makers; presents and defends the business value of solutions.						0.96	1	7	10	10	26
		Self	4.00					0	0	0	1	0
		Manager	2.00				2.00	0	1	0	0	0
		Peer	3.00				1.00	1	3	8	5	11
		Other	3.20				0.80	0	3	2	5	15
		Overall	3.04									

## Highest and Lowest Items

This section presents items receiving the highest and lowest overall scores. You should not assume that an item on the lowest list is in fact a significant problem or an item on the highest list should not be improved.

- Results are presented at the item level, across all competencies. Items are the basis of competency ratings, and represent the individual behaviors assessed by you and your raters.
- The highest items are arranged in descending order by the overall score (average of all ratings, excluding the self). The lowest items are arranged in ascending order, starting with the lowest rating.
- To the left of the item text, the original survey item number is displayed as a convenient reference for reviewing results.
- To the right of the item text, the competency associated with the item is displayed. Following the competency name are columns presenting the self rating and the overall rating for the item.



## Highest and Lowest Items

### Top Questions (High to Low)

Question	Competency	Mean Score	
		Overall	Self
4. Respect for People - Demonstrates a respect for people from all backgrounds and at all levels of the organization.	DuPont Core Values	3.89	4.00
3. High Ethical Standards - Demonstrates the highest ethical standards in all decisions and interactions.	DuPont Core Values	3.80	4.00
1. Safety and Health - Is an advocate for the highest standards of safety & health, and actively recognizes & celebrates good safety performance.	DuPont Core Values	3.77	4.00
2. Environmental Stewardship - Takes the role of environmental steward very seriously.	DuPont Core Values	3.64	4.00
43. Cooperates with others – Works collaboratively with others to establish and maintain positive work relationships; acknowledges others' contributions; engages in joint problem solving and idea generation.	Engagement	3.63	4.00

### Bottom Questions (Low to High)

Question	Competency	Mean Score	
		Overall	Self
54. Understands business operations – understands the organization's structure, systems, functions, and business processes; how the organization operates, including its planning processes and decision-making channels; information management systems; how products and services are developed, sold, and delivered to customers.	Business Acumen	2.84	2.00
53. Understands the business – understands the organization's business model and competitive position in the marketplace; how the business leverages core competencies for growth and profitability; the value proposition to external customers.	Business Acumen	2.94	2.00
58. Creates a value proposition – establishes the link between business needs and specific solutions; documents how solutions will achieve targeted business results; identifies outcomes that will result from implementing solutions; creates a compelling business case.	Business Acumen	3.03	3.00
59. Advances the business agenda – understands how decisions are made in the organizational structure and how power is exercised; recognizes key stakeholders and their priorities; leverages understanding of politics across business units and decision makers; presents and defends the business value of solutions.	Business Acumen	3.04	4.00
17. Evaluates current and emerging solutions – Examines numerous potential solutions and evaluates each before accepting any.	Innovation	3.05	4.00

## Blind Spots and Hidden Strengths

This section highlights potential blind spots and hidden strengths. These are items for which there is a significant difference between the self score and overall raters' score. Blind spots are behaviors for which the self score is considerably higher than the raters' score. Hidden strengths are behaviors for which the self score is considerably lower than the raters' score.

Both blind spots and hidden strengths are recommended for development discussion.

Explanation of the tables:

- Results are presented at the item, or behavior, level.
- The gap value is equal to the difference between the self score and the overall score.
- Items are sorted according to the absolute value – positive or negative – of the gap, from largest to smallest.

## Blind Spots and Hidden Strengths

### Blind Spots

Question	Competency	Mean Score		
		Self	Overall	Gap

Note: No data is displayed because all gaps between Self and Overall are less than 1.5.

### Hidden Strengths

Question	Competency	Mean Score		
		Self	Overall	Gap

Note: No data is displayed because all gaps between Self and Overall are less than 1.5.

## Written Comments

This section presents displays written comments provided by your raters as verbatim. You are encouraged to read the comments without trying to individually identify the raters. Use this section as supplemental information to clarify the numerical data and provide other perspectives not asked for in the survey.

## Written Comments

DUPONT CORE VALUES- Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- I support all core values fully: I am a respect source for our strength facilitator, I am on the SHE audit team, I held kaizens in support of ENV and I participate in the annual Legal eagle survey. I also promote core value contacts at each meeting.

### Manager Comments

- Always focused on Safety and Respect for people. Very involved with networks.

### Peer Comments

- Brandon has incorporated the core values into his work life and community. For example, making sure that the proper PPE is being worn and having the right tools for the job. I have observed Brandon actively working with different racial and gender groups, as well as being a volunteer for organizations with a diversity of socio-economic backgrounds.
- From general interactions, Brandon is open and coachable and seeking the best in the work and core values.
- Brandon demonstrates his respect for people by volunteering in the community. He also supports various Network organization's activities/events...
- Very positive about respect for people and general core values
- He is always willing to help.
- Brandon's exceptional commitment to volunteerism has demonstrated that he cares about people. Additionally, during work with him on the CBEN Diversity Event - Juneteenth, Brandon's proactive approach in handling his designated assignments and his taking the time to ensure those who worked with him were acknowledged showed not only professionalism but decency and selflessness, and an appreciation for the time and contribution of others.
- Brandon co-coordinated our move to the new building. He communicated the status with us frequently and tried very hard to accommodate all of our needs. He discovered that there were windows in our room and worked with the engineer to make them available to us.
- .
- Always solution focused. Brandon does not cast others in a negative light.
- Brandon,  
  
Always starts each meeting that he leads with a core value contact. In addition, if he is privy to any information that he feels is worth sharing and relates back to our core values, he is always open to sharing it.
- As a trainer for Respect the Source of our Strength, Brandon did an excellent job. He conducted himself in a respectful manner. He was also able engage his audience in difficult topics getting positive results.
- Always starts any meeting with core values consistently
- Brandon incorporates a DuPont Core Value in every ITF meeting when discussing our plan to reach World Class status. I find his knowledge and passion on the subject admirable. TD
- Sets an example for others at every meeting and coaching session.
- In my past interactions with Brandon he has always be very cognizant and attentive to DuPont core values. I participated on many teams which, Brandon lead and focus on respect for people and ethical behavior, were paramount.

## Written Comments

### Other Comments

- Brandon did an excellent job coordinating and facilitating the RSS (respect) training for the site
- Brandon could be the poster person for both the Respect for People and High Ethical Standards.
- He has been an advocate of diversity and respect for people.
- unknown
- Hi's always detail oriented.
- Always courteous and willing to help others. He made time to help me when my car would not start after work in the parking lot.
- Very civil, courteous, engaging, inclusive ... never an unkind word.
- Brandon is very kind, and reached out to me. He is a joy to be around.
- Respect for People, In my interactions with Brandon he has displayed a strong respect for others.
- His leadership of the CBEN network is an example on how he values people.
- Champions diversity and inclusion at his workplace.

## Written Comments

DUPONT DIRECTIVES - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Support and role model each objective.

### Manager Comments

- Very creative, although needs to find ways to bring projects to final completion with broader communication of results

### Peer Comments

- Brandon has taken the lead role in establishing training sessions, updates, and survey analysis. He is flexible in adjusting his time and efforts to get the task completed. He is trained in the Six Sigma methodology, and uses his knowledge to guide new projects.
- Thorough and attentive to detail
- Organizing go 'n see's with Aviation and Innovation center were are great examples of Brandon's ability and value for collaboration.
- Brandon you are an excellent coach. You go out of your way to educate, learn and stand for what you believe. Brandon volunteers his time within and outside the organization. Brandon lives by DPS principles demonstrated clearly by putting them into action. He is always quick to respond to email within the team and on an individual basis.
- Brandon works hard to plan activities and keep them moving in spite of everyone's busy work schedule.
- Brandon's team mentality is very strong; this was also deomstrated during his collaboration with CBEN on Juneteenth.
- High ethical standards
- Could be more persistent (forceful?) in achieving goals.
- Very team focused.
- It has been my experience that Mr... Jennings articulates very well the goals set by site leadership, solidifies a realistic approach to accomplish directives, identifies the advantage of coaching opportunities and relays personnel prior experience for individuals to consider when taking on a task which at first may seem overwhelming. Whether it be a project or a difficult conversation. TD
- Brandon was ale to accomplish task on time. Brandon asked questions that derailed the conversation at times and were not relevent to the topic at hand.

## Written Comments

### Other Comments

- Only have associated and worked with him on D+I items. He has a lot of value for D+I and is very active in this area.
- As a DPS expert, Brandon connected with individuals and solicited their input
- Helpful to others.
- Effectively facilitate meetings to develop site reliability report standard. Treated all participants with respect and kept things moving.
- Brandon led a work team on site that I was a member of and actively sought out additional members to round out the team to include and involve all areas of the site. Was quick to send out team updates and also immediately communicate and address any issues that arose
- Brandon does not push work or answers off. He responds directly and is to the point. If he needs to research an issue before answering he lets me know that. He treats all as equals, never has his own agenda on a project.
- unknown
- His collaboration is constant.
- None



## Written Comments

BUILDING SUSTAINABLE CUSTOMER RELATIONSHIPS - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Supporting the CM ITF with the TRACC Administrative Excellence Pillar, all of these points are key to success, we just rolled out the customer feedback system.

### Manager Comments

- Works well with others. Would be beneficial to focus on priority and high value items with teams

### Peer Comments

- Always asks the right questions to become more informed. Doesn't easily show what is going on below the water line.
- Brandon's positive engagement with assisting the QA group to utilize DPS tools and acquire resources to better implement department initiatives has been an invaluable asset all it's own. TD
- Accurate and thorough
- Brandon takes into account that lectures and rote learning may not be the best way to train employees on an industrial plant site, so he incorporates videos, bulletin boards, games, etc to educate customers and employees. Brandon is the 'survey expert' by using them as a feedback tool to improve satisfaction.
- Brandon has lead and actively engaged central stores and shops through frequent ITF meetings. He has set up surveys to gain customer feedback.  
Through effectively delivering DPS capability modules Brandon has driven change in the organisation and lives what he teaches.
- Does a great job coordinating efforts, using feedback for improvements
- Brandon takes time to listen to others as he works with them
- Brandon follows up with the customer to see that they have what they need.
- NA
- Brandon is very adept at engaging and understanding the needs of his internal customers. He does not miss the details.
- Has been viewed as nit picking in some circumstances.
- Brandon should be more aggressive in following-up on outstanding action items/work to ensure that the work is complete in a timely manner or escalated to the appropriate resources.

## Written Comments

### Other Comments

- Good work on CDRA implementation.
- Engaged himself by offering support when Engineering was planning Engineering Visual Board. Provided feedback and suggestions on what would make more effective.
- Brandon wraps up meetings with path forwards and what have we learned. There are no surprises later about who is to do what or how directives are understood.
- Brandon engaged individuals and would often stop by the office to find out how things were going and if there was any way he could assist
- None
- unknown
- Don't think I have worked with him much enough to give feedback that is representative. But on the D+I items I worked with him, he is a great person to work with.

## Written Comments

INNOVATION - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- I am one to always ask why for understanding and offer solutions from a different perspective, coming from a finance background, I believe helps with a different approach.

### Manager Comments

- Add metric details on actual progress and milestones

### Peer Comments

- Pursues sustainable solutions
- Innovation- Brandon has implemented tool in DPS team that can be using for keep track of required deliverables.
- Always has new ideas. At times implements without collaboration.
- Given the restrictions and perhaps oppressive nature of his environment, Brandon will 'voice' and support innovation and create new ways of looking at projects and problems. Brandon will search the internet for literature to describe situations and tries to build new models
- Brandon uses Brain Storming to get community involvement.
- Brandon seems to approach everything with a mindset of continuous improvement.
- Brandon's ability to know what's in the 'box' and courage to go beyond it has surmounted to a reopening of the proverbial 'closed minded' acceptance of self inflicted limitations. TD

### Other Comments

- unknown
- Good work on scaffolding.
- I have used Brandon as a resource for understanding best site contact for various things. Brandon went the extra mile to provide information.
- Helped me to learn the ways of improving the time management
- No interaction in this competency
- Same comments as the Building Sustainable Customer Relationships section.
- Brandon evaluates alternative ideas and discusses them to reach the best solution for the project.

## Written Comments

TEAMWORK/COLLABORATION - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Being in DPS helps strengthen this attribute, DPS promotes teamwork and collaboration heavily. I have set up many go and sees to network and many kaizens to bring like roles together for collaboration and improvement. I also have one the diversity super hero award from the site HR manager 2 years in support of all the networks on site.

### Manager Comments

- Needs to be more forceful in influencing others to gain momentum on actions to make them more sustainable.

### Peer Comments

- Great team focus
- Brandon has been very effective in channeling the team dynamic in the way he handles his responsibilities by seeking his team's input for ideas and keeping them involved in decision-making situations where diverse perspective is critical.
- At times implements without collaboration. Water cooler change survey was not well received.
- Brandon's volunteering efforts within and outside the organisation is a true indication of 'subordinates personal goals' Brandon is very open and accepting of all cultures, backgrounds and highly promotes diversity through CBEN leadership and servicing in a number of diversity committees.
- As a resource for the ITF team I find that Brandon keeps the team focused and centered. This helps to ensure a greater chance of success. I would work with Brandon anytime on anything. TD
- Brandon was at just about every team meeting event when all of his action items were complete.
- Always looking for a way to get community feedback. Always seems to be available when you have a need. Always willing to help!
- Brandon is an expert at expressing disagreement in a manner that is respectful, with clearly thought out rationales that often enhance the other parties' understanding of an issue or topic.
- Great interpersonal skill, works well with teams.
- Brandon is a good listener.
- Seeks out others for ideas. Uses network for learnings.
- n/a
- Marked 'Develops others' as moderate - Brandon struggles with when to step back and allow a person to develop own.
- Big supporter of diversity.

## Written Comments

### Other Comments

- None
- Brandon does not exhibit personal biases. He treats others as equals and does not tolerate anyone exhibiting inappropriate behavior.
- Works well in a team environment
- Brandon was a role model for our ambassadors group
- Brandon is on the leadership team for Diversity teams, and has made me aware of the opportunities.
- Great champion on diversity.
- Notwithstanding very high marks in this category, would like to see more implementation by Brandon of others' good ideas.

## Written Comments

COMMUNICATING WITH IMPACT - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Being in DPS helps strengthen this attribute from the standpoint of facilitating change, presenting capability building topics. Respect source of our strength session also helped with building the communication skill.

### Manager Comments

- Delivers clear message and should present elevated sense of urgency to progress

### Peer Comments

- Tries to get by-in from everyone on most items. Sometimes get defensive if group is not fully in agreement with an idea.
- Some emails that are written in an informal way (lower case lettering) could be formalized a bit.  
Also, have sometimes seen that the right tense is not always used.
- Oral communications are excellent. Electronic communications are sometimes difficult to understand due to brief sentences/ phrases with grammatical oversights. Presumably this is done by design to save time, but it can hinder the recipient's understanding.
- Brandon needs to work on finding ways to get people to talk. Making a statement and gaining agreement b/c there is silence is not communicating with impact.
- Always has an ear to listen, then will offer possible solutions or ideas to achieve solution
- Brandon always attempts to present a clear picture of his focus and what is driving that focus. He stays the course even if his ideas are not wholly accepted, and does not exclude himself or his thoughts in such situations. He is constantly thinking of how to best make it all work and speaks up if he feels the need to do so.
- Brandon uses effective vocabulary, he has never used profane or derogatory words in his training sessions, meetings, or general conversation to my hearing.
- Very good facilitator. Would be helpful to have first hand experience in the field to relate to shop floor personnel at times.
- Very assertive and polite when assessing someone's idea and/or thought process.
- Bradon is an excellent communicator, illustrated through delivery of DPS capability modules. He constantly seeks to improve himself actively through reading and implementing what he has read. He is a strong listener and not reserved in sharing his opinions
- Fantastic communicator

## Written Comments

### Other Comments

- When speaking with Brandon you understand his meaning. If you look puzzled he clarifies his statements.
- unknown
- none
- Presented training to diverse groups effectively
- Good DPS instructor.
- Brandon's email are very direct. He follows up on issues to ensure resolution.
- Communication is not an issue.

## Written Comments

EMBRACING CHANGE - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Once again Change is what DPS is about. As facilitators and change agents that's what we have to first embrace ourselves then show others the vision. I have also given the making a vision real 3 hour module many times.

### Manager Comments

- Ok here

### Peer Comments

- Always willing to try new things.
- Brandon is one of the most flexible people I know when it comes to changes in guidance or direction. He is always able to look on the bright side of things and he does not get frustrated easily.
- Very willing to accept change and has foresight to identify inefficiencies change may incur.
- n/a
- Brandon is always open to new ideas and new ways of doing things. An example would be switching from the normal TRACC parthenon approach to just using AE for the maintenance ITF.
- Brandon does not hesitate to seek clarification, and is open to finding new ways to integrate his time and skills in different situations. He readily adapts as necessary and attempts to get the right information to assist himself and his peers.
- Interacts and is able to change to meet demands

### Other Comments

- Brandon appears to embrace change. Brandon adjusted to providing administrative direction to an employee that was initially thought to administrative answer to another group.
- Good adaptor to the extent that I know Brandon.
- I have seen Brandon not only accept new challenges or tasks willingly but with a positive attitude of learning something new that will better educate him.
- None to report
- The work team that Brandon led involved a tremendous change to the site and Brandon's team assisted with a smooth transition plan and process for the site.
- unknown
- None



## Written Comments

ANALYSIS AND JUDGMENT - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Being greenbelt certified and 6 sigma trained, I utilize the problem solving tools daily. Having the structured problem solving mindset helps to get to root causes systematically and collaboratively. I have done multiple kaizens and am making progress on many black belt projects currently

### Manager Comments

- Broaden project teams to gather more depth and understanding on root causes.

### Peer Comments

- Very good analysis and judgement
- n/a
- Whether is has been obtaining resources, clarifying a concern or supplying information all have been completed in a very timely manner.
- Can't think of any specific examples, but Brandon almost always informally applies lean/six sigma principles to situations that require some level of problem-solving.
- Excellent at data gathering. Needs to not rely solely on data though.
- Always involves the team in decision making

### Other Comments

- I have not worked with Brandon from the technical aspect, but from the softer skills side.
- unknown
- Brandon listens to others, analyses and actually make decision to move forward.
- Sometimes Brandon is constrained by site resources; would like to see more forcefulness from Brandon in ensuring site does the right thing.
- Whwen working with Brandon, he would always ask for input from others
- None

## Written Comments

ENGAGEMENT - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Being recognized as a diversity super hero, being asked to take on other black belt projects and other experiences speaks volumes.

### Manager Comments

- Is diligent and persistent. Always willing to accept new challenges.

### Peer Comments

- Willingly offers and accepts feedback. One derailer could be if he's the right person to give constructive feedback.
- Brandon is definitely goal-oriented and constantly seeking new ways to develop himself and expand his values.
- n/a
- always willing to take the lead
- When requested Brandon has made time to assist with structuring project board and 5S ideas. TD

### Other Comments

- Accepts all challenges; never complains.
- Never misses the work
- Brandon seems to be very engaged.
- Brandon is very engaging and respects input from diverse groups and individuals
- unknown
- Brandon is a positive person and encourages others in learning and understand challenges.

## Written Comments

MANAGING FOR PRODUCTIVITY - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Feedback from others is I am organized and manage my time wisely. I have coached others on this subject and utilize the DPS tools such as visual controls, trending and white boards. Also utilizing the calendar is a big help,

### Manager Comments

- Should further communicate successes and milestones with next steps

### Peer Comments

- he continually puts others before himself
- n/a
- Brandon is definitely reliable, but also always willing to go above and beyond.
- Almost all of the tools I use to manage my own productivity (prioritization matrices, personal visual management boards, time/activity/value logs and more) have been facilitated by coaching and role-modeling by Brandon.
- Sets a clear, realistic, decisive path for the ITF to accomplish goals set by leadership.

### Other Comments

- None
- Good execution of problem-solving assignments.
- unknown
- Brandon lets me know the priorities and communicates updates as they change.
- I have had limited exposure to Brandon's productivity management directly.
- Brandon did an excellent job coordinating resources, schedules and logistics to provide respect training to the site

## Written Comments

**BUSINESS ACUMEN** - Please list any positive examples and/or constructive feedback that you have for this specific Competency.

### Self Comments

- Being in the business for the first 6 years and having various experiences helped with understanding cycles and the importance of due dates and timeliness of communicating data. Having coordinated and led PO development and monthly reviews helped as well. I am currently the site Opportunity tracking tool administrator to ensure accuracy of the data, considering the business uses this data in their own business decisions. I also help others with their monthly actual to budget reporting. I have created dashboards for managers and understand the importance of choosing the right Key performance indicator mix to visually see the health of the function.

### Manager Comments

- Does verywell in financial activities and

### Peer Comments

- Brandon's ongoing efforts to keep learning is an asset to any business team in which he participates.
- n/a
- Financially outstanding acumen. Hasn't had the opportunity to work in operations as of yet.
- Brandon has successfully completed money saving projects involving five different business sites. He has educational credentials in the business field.
- It might be helpful to become more involved in the Decision Board process so that you can develop a better business centered focus.
- I have not had the oppotunity to observe Brandon in this type of setting but in conversation I get a sense he is very aware of good economics vs. bad.
- Very well rounded, understands business needs.

### Other Comments

- None
- Did not work with Brandon in this area
- unknown
- Brandon can make a technical presentation and changes it into a business presentation so both sides understand the goals.
- I have had limited exposure to appreciate Brandon's business acumen, but based on his roles I would expect that he would rate highly in this category.

## Written Comments

Describe the most important things this person could improve upon in order to increase his/her overall effectiveness in performing his/her current responsibilities.

### Self Comments

- Being an individual contributor and working/coordinating teams, influencing skills would help.

### Manager Comments

- Routinely communicate successes and achievements

### Peer Comments

- Developing better customer relationships
- Understand the importance of driving projects to completion using various management strategies.
- Take small steps one at a time...
- Brandon could improve on his visibility, and exposure to the leveraged and production work groups on CW site to gain buy-in and build relationship trust in a high hazard operational environment. Maintain integrity.
- Bradon is committed to the work and seeks to learn. Continue to listen to clients, people he you are serving to find out their needs and meet appropriately. Continue to challenge status quo thinking from within the DPS or business approaches and as you coach others.
- Brandon is strong leader, an excellent coach ,and walks the talk. He has a lot of knowlegde from which the DPS/6S team and other teams can learn from and I think comming out overly with his leadership skills would greatly benefit the team. Given his strong finance background I think he could build on Business Accumen to help drive business results. Learning about the various business , their growth strategies, challenges and working to provide solutions will be beneficial for his career development.
- Communicate with Impact; Improve ability to follo-up on outstanding issues/concerns.
- Brandon could improve on his overall communications and follow through. Team objectives and goals need to be better communicated and successes shared with the Organization.
- Increase knowledge of manufacturing processes at the plant.
- Collaborate and seek opportunities to leverage work done in other business and sites.
- N/A
- Visibility in the field.
- if he could split into two people. He is valued across the site
- Become more active in the decision board process.
- Be more open to other's suggestion
- Expand his role outside of DPS.
- Current skill set seems to be adequate for roles and responsibilities.
- Understand all function and organization and they are connected to deliver the common goal
- Experience in a line-function role would greatly improve understanding of priorities and needs. Brandon has the drive and desire and I have no doubt that he can achieve goals - application of his skills in a line role would benefit him and the company.

## Written Comments

### Other Comments

- Share more with others what projects he is working on ... might be opportunity for more collaboration if others knew.
- unknown
- n/a
- Learning more about the related business functions and relationships
- Brandon could probably benefit from courses like Dale Carnegie, where the dynamics of public speaking and facilitation are less scripted and more prompted by the environment for the audience
- I don't think I have worked with him enough to give a proper answer.
- Enthusiasm in leading presentations
- Brandon could help mentor others in his group so they could reach his level of effectiveness.
- No improvements to mention.
- Need to be solution focused and a problem solver. Become the go to person
- Bringing practical improvement ideas when addressing issues.
- Have a better understanding of operations.
- Deeper knowledge of the particular issue or problem at hand would allow Brandon to transition from a facilitator to more of a leader. A facilitator coordinates the activities of others and keeps things moving, which Brandon does very well. A leader takes this one step further and has his own vision for a possible solution or outcome and drives toward that solution.
- None
- Based on feedback from others, some perceive Brandon as being overly eager to please those in higher management. I do not have examples of this. If Brandon was aware of this perhaps he can understand this perception and if any changes are needed act upon it.
- Grow in your understanding of Operations and Business Acumen

## Written Comments

Describe the greatest strengths of this person with regard to his/her overall effectiveness in performing his/her current responsibilities.

### Self Comments

- Conscientiousness, personable, caring, analytical and structured

### Manager Comments

- Creative in problem solving and highly skilled in software usage (Excel, powerpoint, etc). Good understanding of finance

### Peer Comments

- Remains positive with continued drive for improvement
- Brandon is a team player and engages persons of all levels to achieve results.
- His greatest strength is his tenacity however this can also be a derailer. Brandon needs to know when to push and when to back off. Often right now pushes too much sometimes.
- Proactive, dependable, efficient, communicates promptly and does not hesitate to share ideas
- Team building and analyzing skills and
- Brandon has demonstrated a strong alignment with the core values, and performs his job with consistent behavior. He effectively uses the Six Sigma methodology, and is quick to analyze data to measure outcomes of a project or program. He is very well organized and takes the initiative to perform tasks and make decisions. He has made a positive contribution as a company network leader, and community volunteer.
- Great listener and problem solver, Strong Coach, Inclusive of all cultures, Highly Organised, Self motivated, dedicated to helping others succeed and embraces DuPont Core Values.
- Ability to work in teams and to get along with everyone.
- determination and committment
- Super organizational, networking, and technical capability.
- Customer focus, coachability, seeking to understand others.
- Brandon has a positive attitude and is very open and honest.
- Brandon might be the most disciplined person I have ever met. This allows him to be incredibly effective at role-modeling the tools of lean, six sigma, and general continuous improvement.
- Brandon is very personable and able to gain the trust and input of teams.
- He works well with people
- Data collection and analysis.
- Respect. He crosses ethnic boundaries to achieve business challenges
- Easy to work with, always willing to help, and open
- Brandon prioritizes well, has good time management and is great at working with people.
- Very nice, caring person with a positive outlook in stressful situations.
- Motivation; Teamwork and Collaboration
- Retains an extensive body of knowledge pertaining to efficient work practices, handling of different co-worker personalities, coaching personnel into good productive decision making, and ability to distinguish actions taken which could lead to negative or positive effects.

## Written Comments

### Other Comments

- Likeable, able to keep people on track and focused on the issue/goal at hand.
- Interpersonal skills
- VERY GOOD PUBLIC SPEAKER
- Your drive for results. You deliver what has been asked of you.
- Understanding of finance and how it applies to continuous improvement/OTT.
- Motivation
- Brandon listens, evaluates, gives feedback and makes decisions.
- Maintain open and excellent professional relationships with co-workers and business partners.
- Warm and inviting personality. And willingness to always lend a helping hand. Very humble, and personable.
- Empathy, steadiness, inclusiveness. I feel he values my opinion.
- Good creativity and persistent in completing assignments.
- Brandon is very engaging with individuals. He seeks their input and respects all levels of contribution.
- seems to be a genuine individual, helps individuals establish good networks, takes the initiative to coordinate meaningful activities that help the growth of people
- Communication, championing diversity, great team member.
- Advocate for diverse teams and wide range of thoughts
- Communication skills, use of DPS tools, and actively trying to involve others to participate on his teams
- Interpersonal skills
- Easy to work with.
- Brandon is a good communicator that encourages engagement.



## Written Comments

Additional comments, if any:

### Self Comments

- quote - be the change you want to see...

### Manager Comments

- Joy to work with.

### Peer Comments

- Brandon is a great employee and brings significant value to the business!
- None
- I have not worked with Brandon in a few years, but he would be a valuable asset to any organization.
- n/a
- Read outside case studies of other companies that have implemented culture changes to see what has worked, not worked. Continue to grow coaching skills. Continue to learn from experienced folks at the site and within the company.
- The sky is the limit, never stop, keep learning, growing and building others.

### Other Comments

- NA
- None
- Brandon is great to work with and his tenacity in meeting deadlines and tackling difficult assignments is a credit to his work ethic and professionalism.
- I wish I can provide more concrete answers but since I don't work with him much except for some D+I items, I don't think I can provide answers that are truly representative of him.
- We need more folks with Brandon's mindsets, behaviors, and skillset.
- Brandon treats all people with respect.
- unknown