SAMPLE — NOT A REAL PERSON OR COMPANY

AREEMSS

Readiness index

3.52 → 3.82

Solid in role

MONTH-12 RE-EVALUATION REPORT

“A. Sample”, Head of Sales

Twelve months after the baseline gap report · same tools, same assessors’ standards

IN SHORT

A. Sample now meets 9 of 12 leadership areas, up from 8.

One gap was closed completely. Colleagues see the change: the repeat 360 is higher on all three priorities. The business project released about USD 650,000 of cash.

Agreed outcome: **Ready for larger scope**

Readiness band	Areas at the level the role needs	Knowledge test
Solid in role → Solid in role	**8 → 9**	**58% → 74%**

Before and after, competency by competency

Competency	Required	Month 1	Month 12	Change	Now
Strategic thinking and market insight	3	3.2	3.6	+0.4	Meets
Financial and P&L acumen Priority	3	2.4	3.3	+0.9	Meets
Commercial judgement and risk	3	3.4	3.8	+0.4	Meets
Technology and product fluency Priority	4	3.6	3.7	+0.1	Development
Policy, regulation and market mechanisms	3	3.1	3.4	+0.3	Meets
Sales leadership and key relationships	4	3.9	4.1	+0.2	Meets
Project and operations delivery	3	4.2	4.2	—	Meets
Execution discipline and ownership Priority	4	3.3	3.6	+0.3	Development
Building and developing teams	4	4.1	4.2	+0.1	Meets
Influence and partnerships	3	2.9	3.6	+0.7	Meets
Integrity and governance	5	4.6	4.6	—	Development
Learning agility and resilience	3	3.5	3.8	+0.3	Meets

What colleagues see: repeat 360 on the three priorities

Priority	Month 1	Month 12	
Financial and P&L acumen	2.6	3.4	
Influence and partnerships	2.8	3.6	
Strategic thinking and market insight	3.0	3.5	

Average rating by colleagues on a 1 to 5 scale; 9 raters at month 1 and 10 at month 12. Navy: month 1; green: month 12.

Business project

Cut overdue receivables by 20% in six months

Starting point	USD 2.1 million overdue by more than 90 days
Result	USD 1.45 million overdue by more than 90 days, down 31%; credit limits now reviewed monthly
Value to the business	About USD 650,000 of cash released; sponsor confirmed the figures

Outcome and next year

Agreed with the sponsor at the month-12 review: **Ready for larger scope**

- Take on the projects business unit as well as sales from the next financial year
- Coach two account managers as named successors
- Keep a monthly cash review with the finance head

Results are development indicators, not guarantees of performance. The outcome is agreed with the leader and the sponsor and is never decided on one source of evidence. Fictional sample prepared by AREEMSS to show the format of the report.