



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

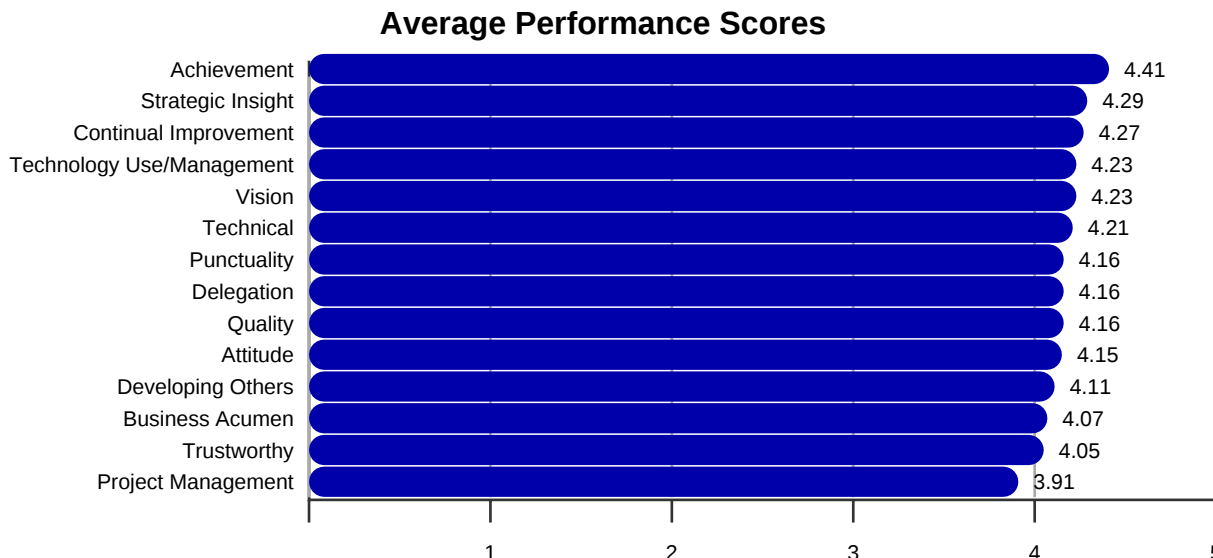
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 14 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

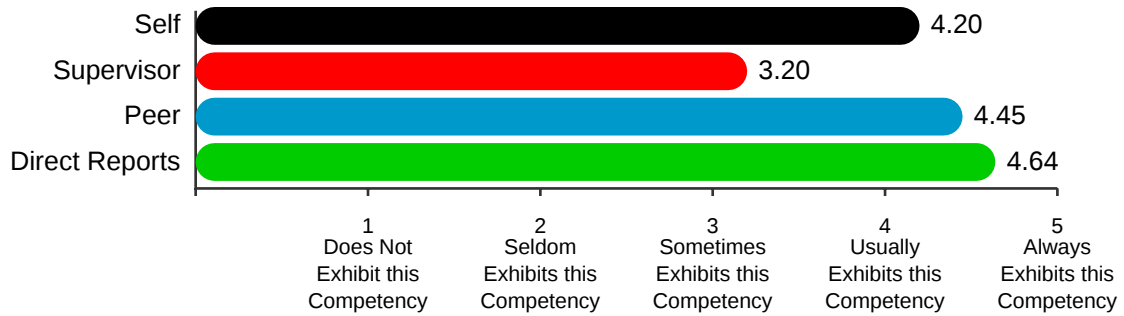
Dimension	How you see yourself and how others see you.	Gap
Punctuality	Self 3.80 Other 4.19	0.39
Quality	Self 3.80 Other 4.19	0.39
Project Management	Self 3.60 Other 3.93	0.33
Developing Others	Self 3.80 Other 4.13	0.33
Strategic Insight	Self 4.00 Other 4.31	0.31
Continual Improvement	Self 4.00 Other 4.29	0.29
Trustworthy	Self 3.80 Other 4.07	0.27
Vision	Self 4.00 Other 4.24	0.24
Achievement	Self 4.20 Other 4.43	0.23
Technical	Self 4.00 Other 4.23	0.23
Attitude	Self 4.00 Other 4.16	0.16
Technology Use/Management	Self 4.20 Other 4.23	0.03
Delegation	Self 4.20 Other 4.16	0.04

Business Acumen

0.14

Achievement

Summary Scores



1. Utilizes performance data to adjust goals dynamically, ensuring continuous improvement.



2. Takes reasonable risks to achieve desired results.



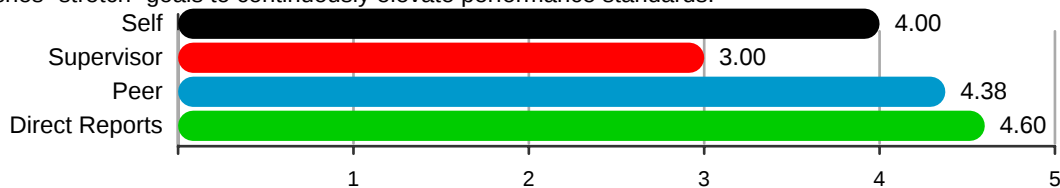
3. Sets ambitious standards of performance.



4. Leads with structure, ensuring good execution of initiatives and alignment with organizational objectives.



5. Establishes "stretch" goals to continuously elevate performance standards.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

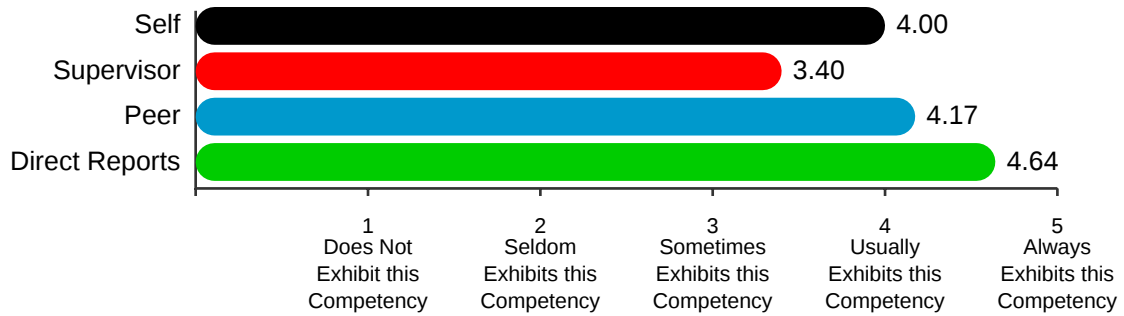
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Utilizes performance data to adjust goals dynamically, ensuring continuous improvement.	15	4.20	93.3	7%		67%		27%
2. Takes reasonable risks to achieve desired results.	15	4.87	100.0	13%		87%		
3. Sets ambitious standards of performance.	15	4.27	93.3	7%		60%		33%
4. Leads with structure, ensuring good execution of initiatives and alignment with organizational objectives.	15	4.40	86.7	13%	33%		53%	
5. Establishes "stretch" goals to continuously elevate performance standards.	15	4.33	93.3	7%		53%		40%

Comments:

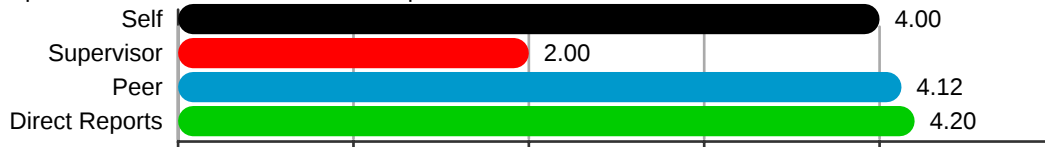
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She is effective and her knowledge of processes is invaluable.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.

Continual Improvement

Summary Scores



6. Analyzes processes to determine areas for improvement.



7. Looks for ways to improve work processes and procedures.



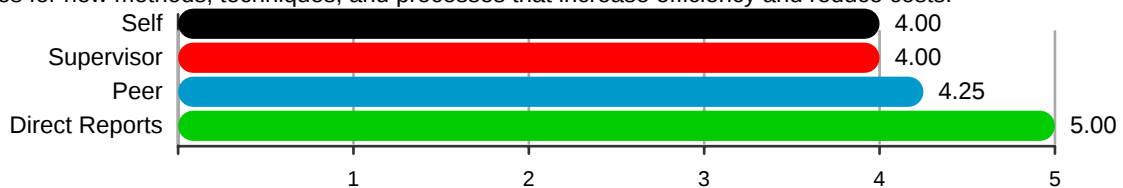
8. Looks for ways to expand current job responsibilities.



9. Promotes training and development opportunities to enhance job performance.



10. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



Level of Skill

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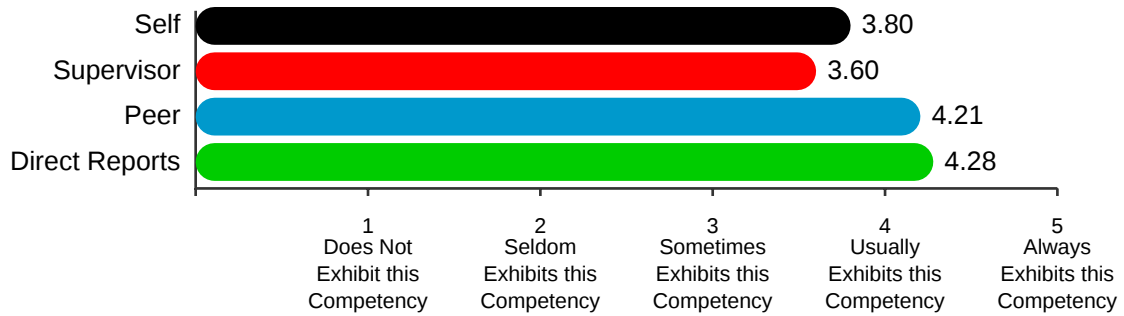
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Analyzes processes to determine areas for improvement.	15	4.00	80.0	7%	13%	53%	27%	
7. Looks for ways to improve work processes and procedures.	15	4.07	80.0		20%	53%	27%	
8. Looks for ways to expand current job responsibilities.	15	4.33	93.3	7%	47%	47%		
9. Promotes training and development opportunities to enhance job performance.	15	4.47	93.3	7%	40%	53%		
10. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.47	93.3	7%	40%	53%		

Comments:

- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- She sometimes comes off as confused about organizational/operational direction.
- Detail oriented
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.

Punctuality

Summary Scores



11. Invoices clients on a timely basis.



12. Starts the workday when scheduled.



13. Arrives to meetings on time.



14. Maintains an efficient schedule of activities.



15. Responds to requests for information in a timely manner.



Level of Skill

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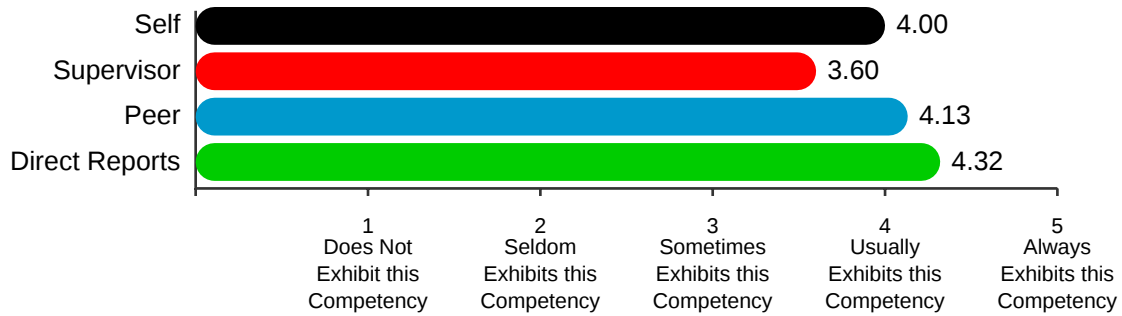
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Invoices clients on a timely basis.	15	4.60	100.0			40%	60%	
12. Starts the workday when scheduled.	15	4.27	100.0			73%		27%
13. Arrives to meetings on time.	15	4.33	100.0			67%		33%
14. Maintains an efficient schedule of activities.	15	3.93	73.3	27%		53%		20%
15. Responds to requests for information in a timely manner.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She can fall behind on projects without providing timely feedback.
- Great to have you on the team!
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- Your initiative influences others in a positive way.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.

Attitude

Summary Scores



16. Uses setbacks or errors as learning moments, showing pride through persistence and growth.



17. Builds and maintains positive relationships with peers.



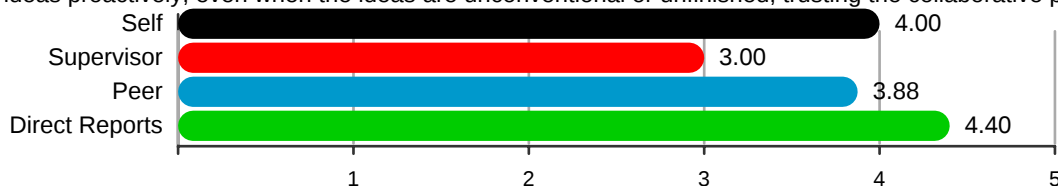
18. Encourages others to overcome resistance to change.



19. Speaks with confidence and clarity about the team's goals and outcomes, reflecting pride in their work and leadership.



20. Shares ideas proactively, even when the ideas are unconventional or unfinished, trusting the collaborative process.



Level of Skill

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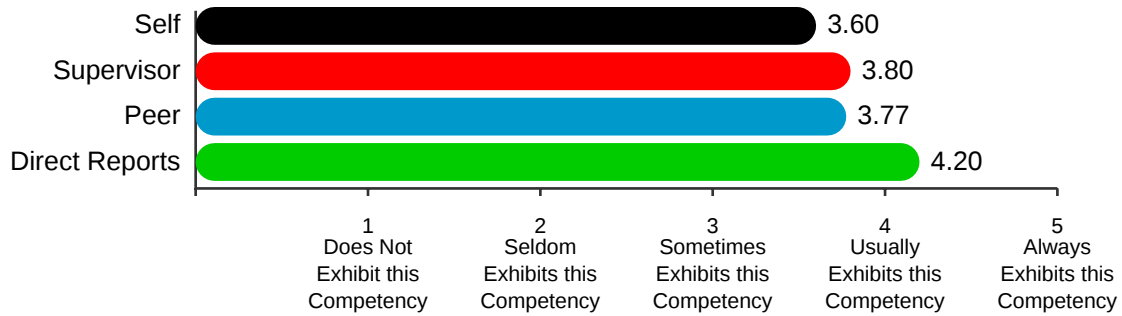
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Uses setbacks or errors as learning moments, showing pride through persistence and growth.	15	4.33	86.7	13%		40%	47%	
17. Builds and maintains positive relationships with peers.	15	4.27	93.3	7%		60%	33%	
18. Encourages others to overcome resistance to change.	14	4.00	92.9	7%		86%		7%
19. Speaks with confidence and clarity about the team's goals and outcomes, reflecting pride in their work and leadership.	14	4.14	85.7	7%	7%	50%	36%	
20. Shares ideas proactively, even when the ideas are unconventional or unfinished, trusting the collaborative process.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She has a very engaging style which generates trust and respect.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.

Project Management

Summary Scores



21. Determines the correct order for the phases of the project.



22. Uses appropriate technology to efficiently communicate with team members.



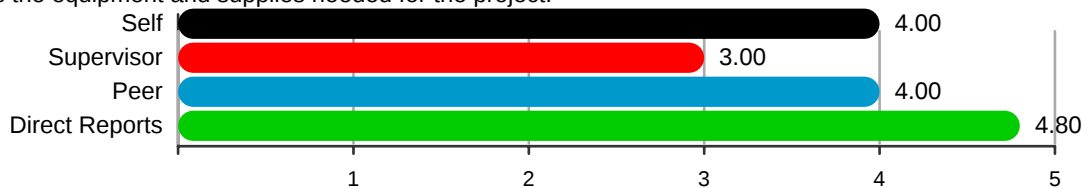
23. Implements risk mitigation strategies to help move the project to successful completion.



24. Anticipates potential problems and institutes controls and contingency plans to address them.



25. Locates the equipment and supplies needed for the project.



Level of Skill

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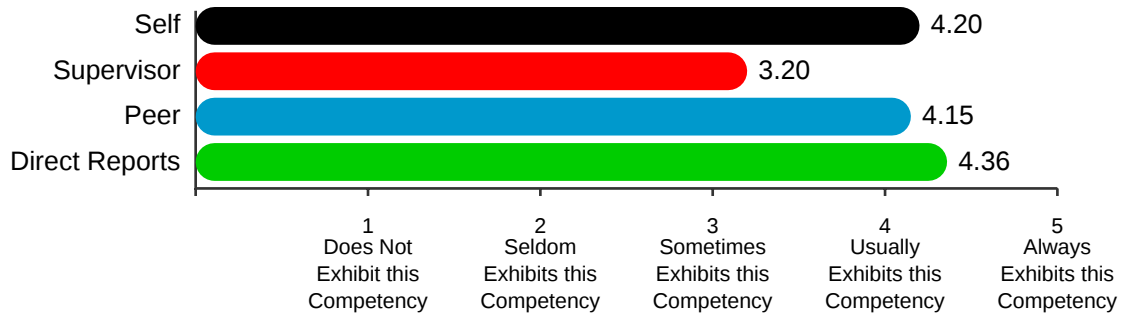
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Determines the correct order for the phases of the project.	15	4.00	66.7	13%	20%	20%	47%	
22. Uses appropriate technology to efficiently communicate with team members.	15	3.47	53.3	13%	33%		47%	7%
23. Implements risk mitigation strategies to help move the project to successful completion.	15	3.60	66.7	13%	20%	60%		7%
24. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.27	86.7	7%	7%	40%	47%	
25. Locates the equipment and supplies needed for the project.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

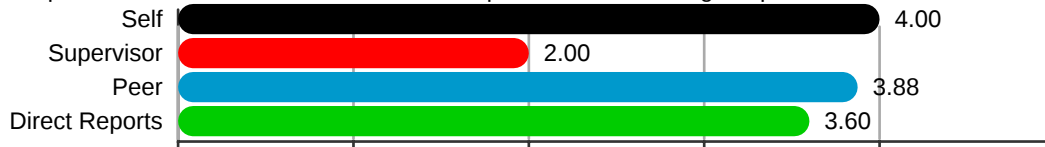
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- I know that ___ cares about me as a total individual not just as a professional.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- She can fall behind on projects without providing timely feedback.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.

Delegation

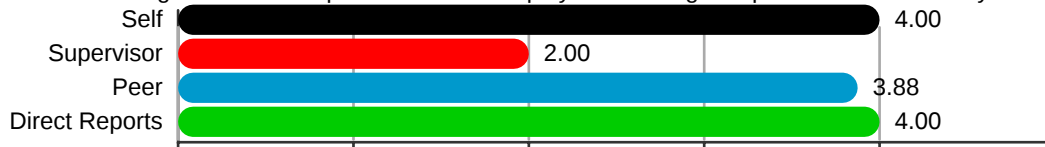
Summary Scores



26. Delegates specialized tasks to those that have the expertise and knowledge to perform them.



27. Understands the strengths and development areas of employees to assign responsibilities effectively.



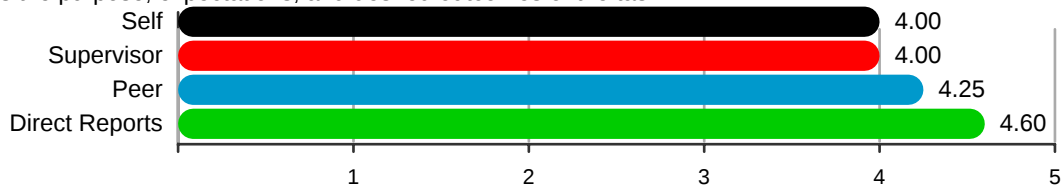
28. Ensures delegated tasks are completed on time.



29. Specifies expected outcomes, timelines, and success criteria for each delegated task.



30. Explains the purpose, expectations, and desired outcomes of the task.



Level of Skill

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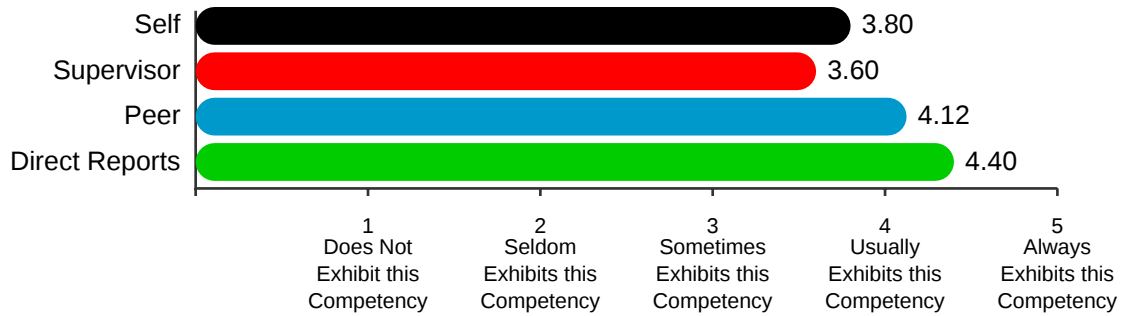
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Delegates specialized tasks to those that have the expertise and knowledge to perform them.	15	3.67	66.7	20%	13%	47%	20%	
27. Understands the strengths and development areas of employees to assign responsibilities effectively.	15	3.80	73.3	20%	7%	47%	27%	
28. Ensures delegated tasks are completed on time.	15	4.33	86.7	13%	40%	47%		
29. Specifies expected outcomes, timelines, and success criteria for each delegated task.	15	4.67	100.0	33%	67%			
30. Explains the purpose, expectations, and desired outcomes of the task.	15	4.33	100.0	67%	33%			

Comments:

- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- Uses visual aids to communicate progress to your team.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.

Quality

Summary Scores



31. Develops and maintains quality control checklists for the manufacturing department.



32. Recognizes their role in promoting quality and safety in the workplace.



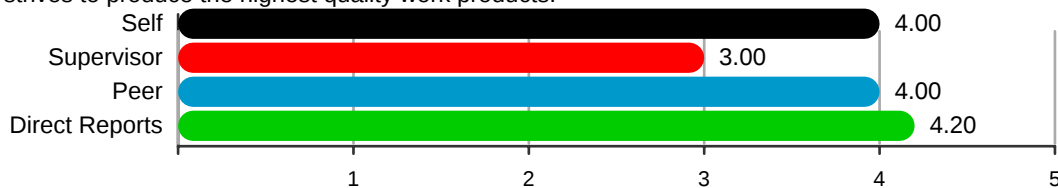
33. Verifies the correct materials were used in the installation.



34. Adjusts processes or procedures to improve quality results.



35. Always strives to produce the highest quality work products.



Level of Skill

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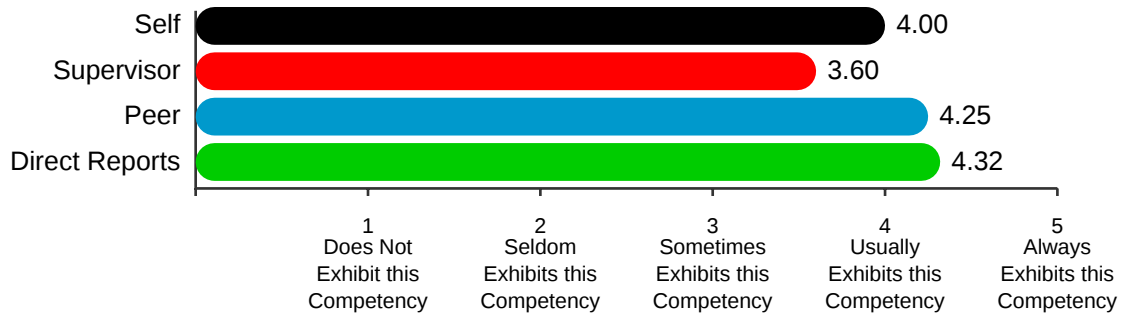
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Develops and maintains quality control checklists for the manufacturing department.	15	4.07	80.0	20%		53%		27%
32. Recognizes their role in promoting quality and safety in the workplace.	15	4.47	100.0			53%		47%
33. Verifies the correct materials were used in the installation.	15	4.13	80.0	20%		47%		33%
34. Adjusts processes or procedures to improve quality results.	15	4.13	86.7	13%		60%		27%
35. Always strives to produce the highest quality work products.	15	4.00	80.0	20%		60%		20%

Comments:

- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ sets high standards for her team and ensures they perform professionally.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

Technical

Summary Scores



36. Willingly shares his/her technical expertise; sought out as resource by others



37. Is knowledgeable of procedures or systems necessary for the job.



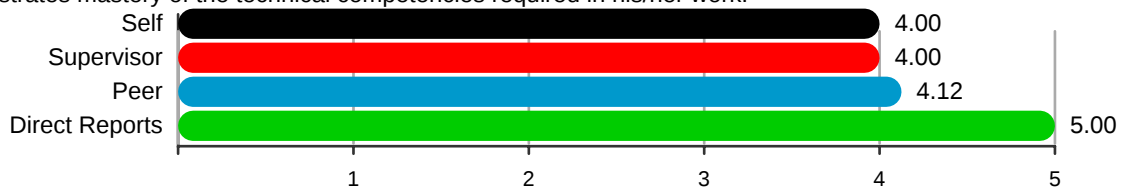
38. Seeks information from others as needed.



39. Willingly shares information and expertise; sought out as resource by others



40. Demonstrates mastery of the technical competencies required in his/her work.



Level of Skill

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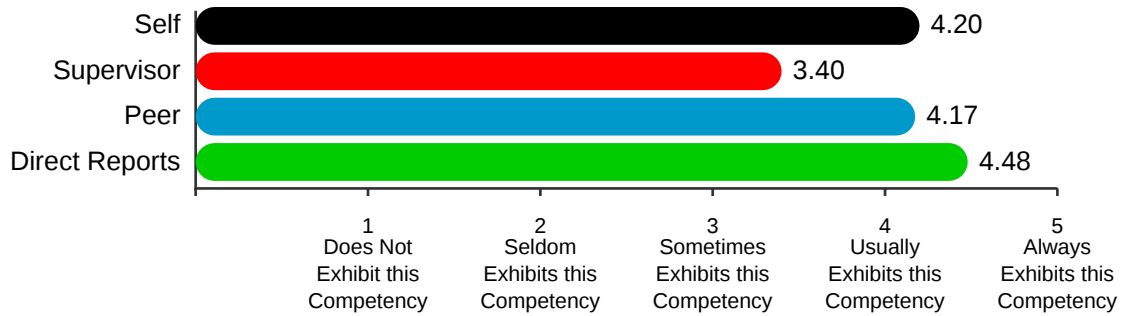
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Willingly shares his/her technical expertise; sought out as resource by others	15	4.33	100.0			67%		33%
37. Is knowledgeable of procedures or systems necessary for the job.	15	3.93	80.0	13%	7%	53%		27%
38. Seeks information from others as needed.	15	4.27	86.7		13%	47%		40%
39. Willingly shares information and expertise; sought out as resource by others	15	4.13	86.7		13%	60%		27%
40. Demonstrates mastery of the technical competencies required in his/her work.	15	4.40	93.3		7%	47%		47%

Comments:

- She has an innate ability to match assigned roles with individual strengths.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ has done a remarkable job managing the department.
- Communicate regularly with the whole company, not just one department.
- She could improve with a take charge attitude.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.

Technology Use/Management

Summary Scores



41. Supports technical training and development of employees.



42. Applies complex rules and regulations to maintain optimal system performance.



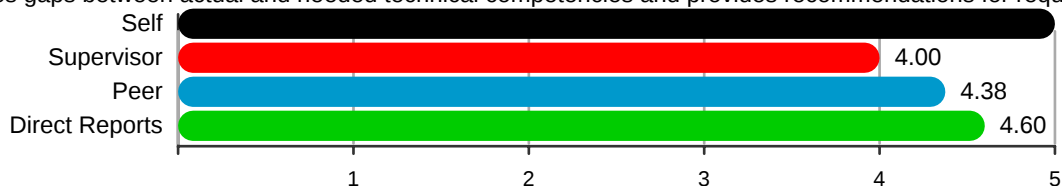
43. Maximizes the use of new technology to deliver products and services.



44. Adopts the implementation of new technology into the workplace.



45. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



Level of Skill

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41. Supports technical training and development of employees.	15	4.33	93.3	7%		53%		40%
42. Applies complex rules and regulations to maintain optimal system performance.	15	4.20	80.0	20%		40%		40%
43. Maximizes the use of new technology to deliver products and services.	15	4.13	86.7	13%		60%		27%
44. Adopts the implementation of new technology into the workplace.	15	4.00	86.7	13%		73%		13%
45. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.47	93.3	7%		40%		53%

Comments:

- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- ___ is an excellent manager.

Trustworthy

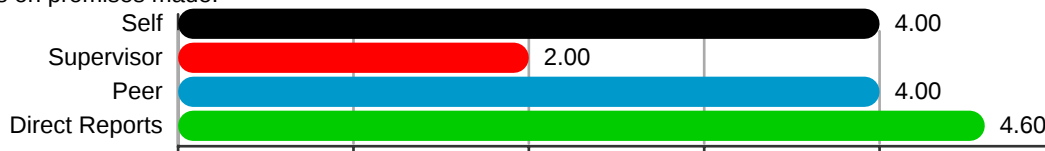
Summary Scores



46. Takes ownership, delivers on commitments



47. Delivers on promises made.



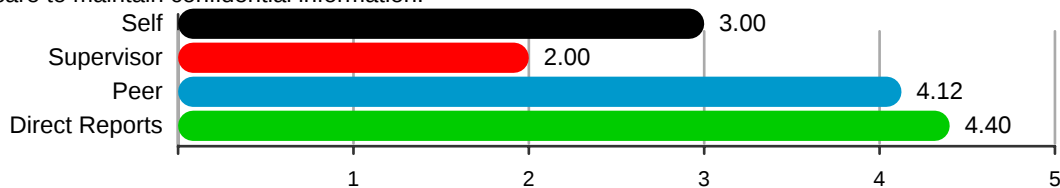
48. Communicates an understanding of the other person's interests, needs and concerns.



49. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



50. Takes care to maintain confidential information.



Level of Skill

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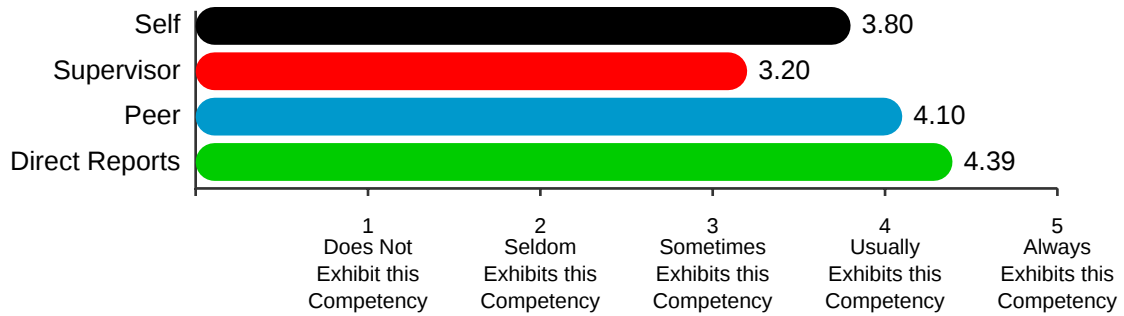
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Takes ownership, delivers on commitments	15	3.87	80.0	7%	13%	67%	13%	
47. Delivers on promises made.	15	4.07	86.7	13%	53%	33%		
48. Communicates an understanding of the other person's interests, needs and concerns.	15	4.13	86.7	13%	60%	27%		
49. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.20	86.7	7%	7%	47%	40%	
50. Takes care to maintain confidential information.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She uses the strengths of everyone around her to get the best solutions possible.
- ___ is the absolute definition of team player.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- Additional feedback and communication.
- ___ makes great hiring choices. she is clear on what needs to be done.

Developing Others

Summary Scores



51. Assesses employees' developmental needs.



52. Is open to receiving feedback.



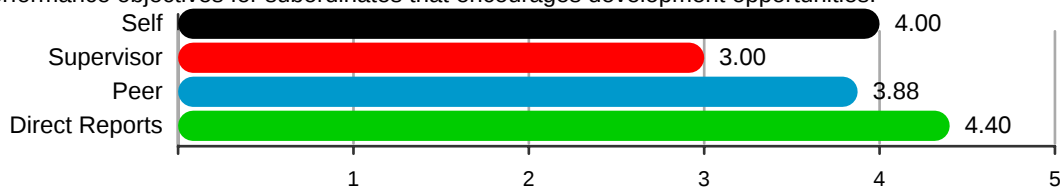
53. Creates a work environment that fosters positive feedback to employees.



54. Provides constructive feedback to others.



55. Sets performance objectives for subordinates that encourages development opportunities.



Level of Skill

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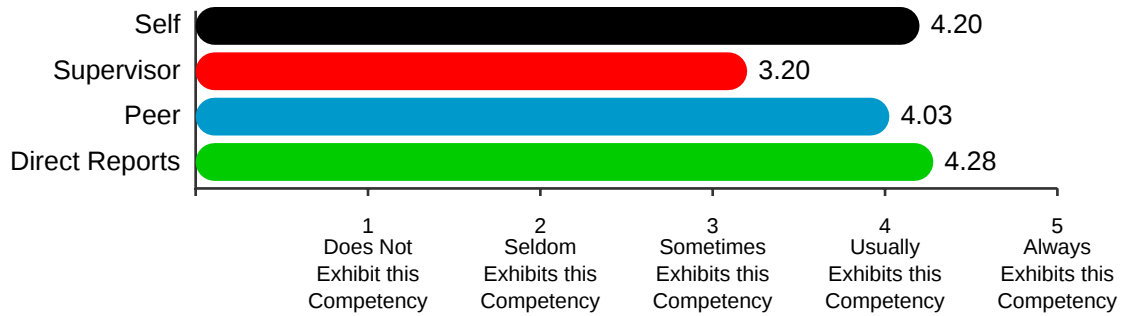
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Assesses employees' developmental needs.	14	4.14	92.9	7%		71%		21%
52. Is open to receiving feedback.	14	4.21	85.7	14%		50%		36%
53. Creates a work environment that fosters positive feedback to employees.	15	4.13	80.0	20%		47%		33%
54. Provides constructive feedback to others.	15	4.07	80.0	20%		53%		27%
55. Sets performance objectives for subordinates that encourages development opportunities.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ established an environment in which teamwork and creativity flourished.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- ___ has done a remarkable job managing the department.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I really enjoy working with ___ and I respect her as a leader and role model.

Business Acumen

Summary Scores



56. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.



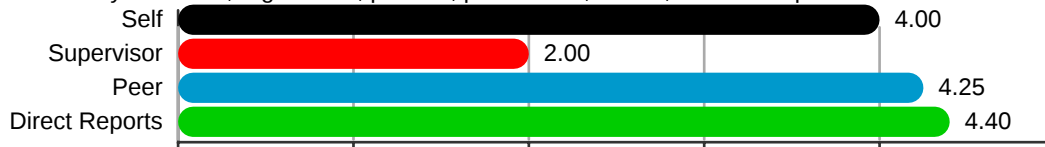
57. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



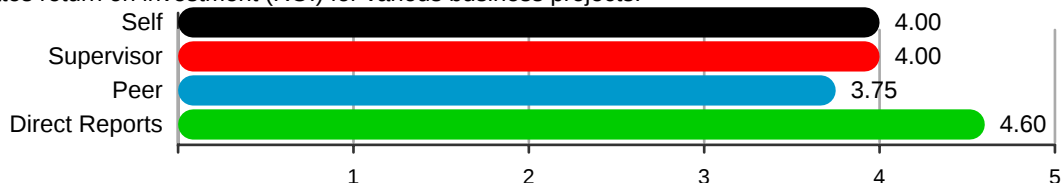
58. Has a good understanding of liabilities and assets.



59. Maintains currency with laws, regulations, policies, procedures, trends, and developments.



60. Calculates return on investment (ROI) for various business projects.



Level of Skill

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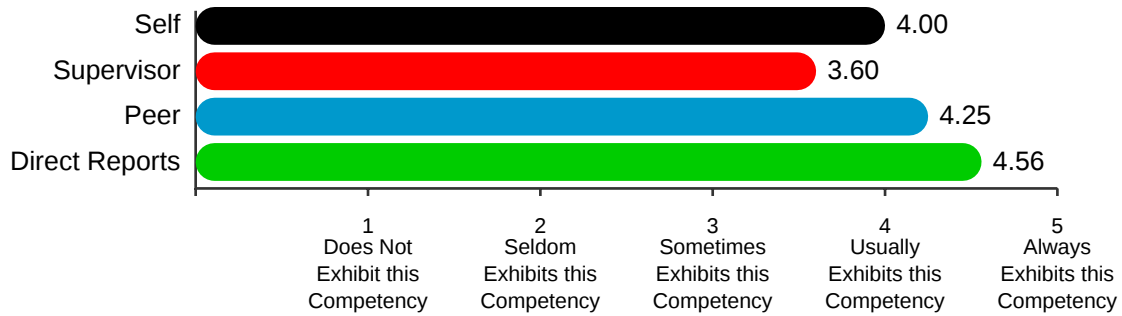
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.	15	3.87	66.7	33%		47%		20%
57. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.07	86.7	13%		67%		20%
58. Has a good understanding of liabilities and assets.	15	4.20	93.3	7%		67%		27%
59. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	4.13	93.3	7%		67%		27%
60. Calculates return on investment (ROI) for various business projects.	15	4.07	86.7	7%	7%	60%		27%

Comments:

- Everyone who works with ____ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- ____ applied her strong analytical skills to problem solving.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- ____ is a valuable resource to the organization and the team.
- In my opinion, ____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ____.

Strategic Insight

Summary Scores



61. Develops a strategic vision for the future.



62. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.



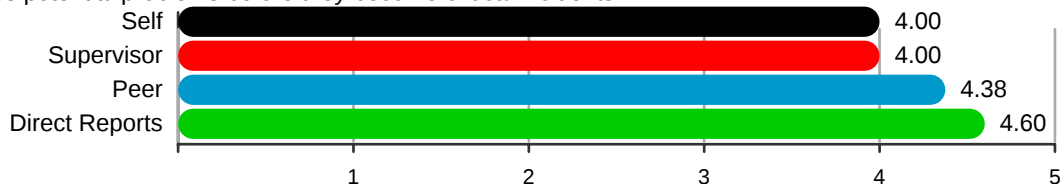
63. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.



64. Implements long-term solutions to problems.



65. Identifies potential problems before they become critical incidents.



Level of Skill

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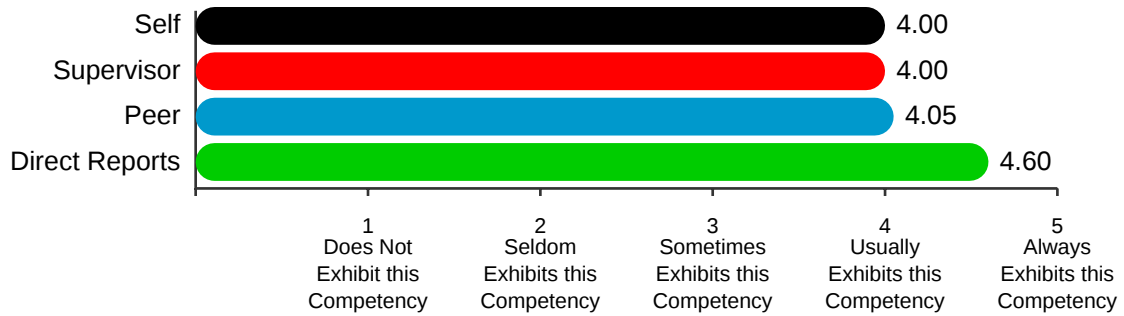
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
61. Develops a strategic vision for the future.	15	4.20	86.7	7%	7%	47%	40%	
62. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.	15	4.20	86.7	13%		53%	33%	
63. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	4.20	86.7	13%		53%	33%	
64. Implements long-term solutions to problems.	15	4.47	93.3	7%	40%	53%		
65. Identifies potential problems before they become critical incidents.	15	4.40	100.0		60%		40%	

Comments:

- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- ___ is approachable and professional in her interaction with staff and with customers.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.

Vision

Summary Scores



66. Committed to undertaking the implementation of the strategic vision.



67. Delegates the task of implementing the vision to subordinates.



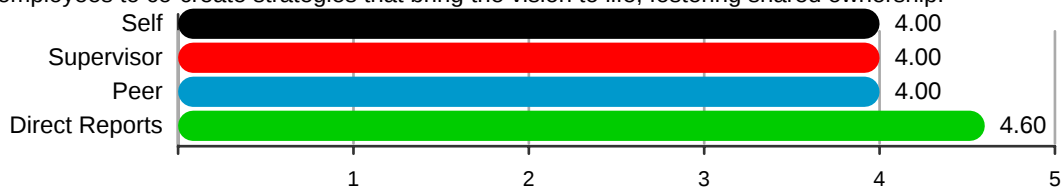
68. Develops a vision that is a catalyst for innovation and change.



69. Creates a common vision for others.



70. Invites employees to co-create strategies that bring the vision to life, fostering shared ownership.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
66. Committed to undertaking the implementation of the strategic vision.	15	4.07	86.7	7%	7%	60%		27%
67. Delegates the task of implementing the vision to subordinates.	15	4.33	93.3	7%	47%		47%	
68. Develops a vision that is a catalyst for innovation and change.	15	4.33	93.3	7%	53%		40%	
69. Creates a common vision for others.	15	4.20	93.3	7%	67%			27%
70. Invites employees to co-create strategies that bring the vision to life, fostering shared ownership.	15	4.20	93.3	7%	67%			27%

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- Need to continue to take action when needed, although have improved. . .
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- she understands where our opportunities for savings in the employee benefits plan may be.

What do you like best about working with this individual?

- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- Ready to tackle any given problem and help others finish 1st

What do you like least about working with this individual?

- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- She is open to feedback and actively tries to improve.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.

What do you see as this person's most important leadership-related strengths?

- ___ is very sharp and plays a vital role in this organization
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- Loyalty. Willingness to get it right.
- ___ has done tremendous work this past year in the Finance team.

What do you see as this person's most important leadership-related areas for improvement?

- I truly enjoy working with _____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- I believe _____ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with _____ and I appreciate her style and understanding and support of the work that I do.
- I think _____ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- _____ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- _____ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- _____ is honest, does what she says she is going to do and can be counted on to be timely in her communication.

Any final comments?

- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- _____ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- Before _____ came into the position it seemed that the department was a dump.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- This has been a challenging year for _____ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- Shows curiosity.