



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.

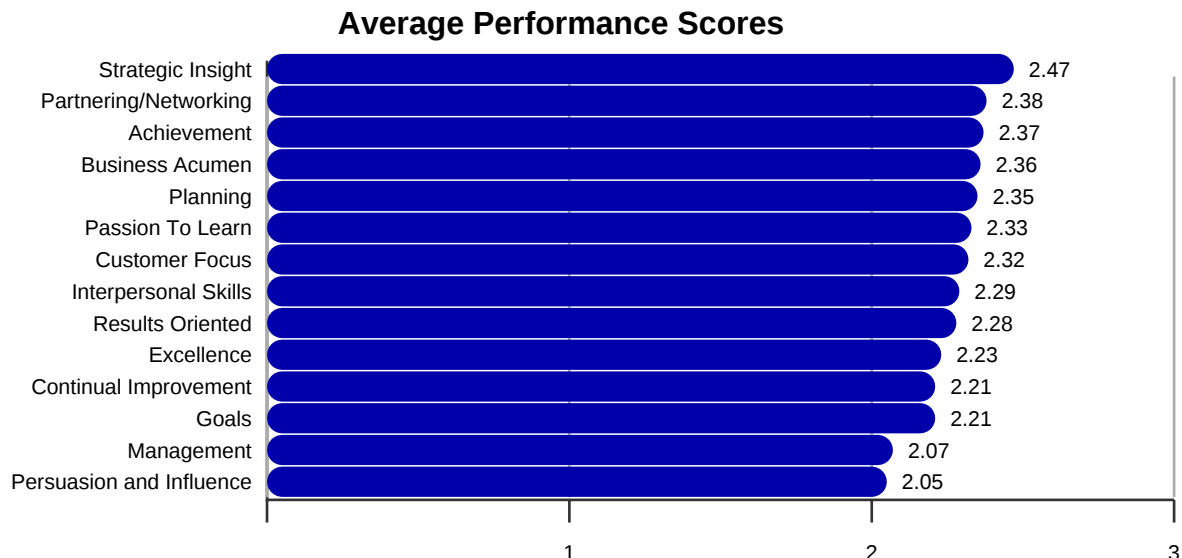
What to Do with Your Feedback

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.



Disagree

Unsure

Agree

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
Strategic Insight	Self 2.00 Other 2.50		0.50
Planning	Self 2.00 Other 2.37		0.37
Interpersonal Skills	Self 2.00 Other 2.31		0.31
Results Oriented	Self 2.00 Other 2.30		0.30
Partnering/Networking	Self 2.20 Other 2.40		0.20
Achievement	Self 2.20 Other 2.39		0.19
Business Acumen	Self 2.20 Other 2.37		0.17
Customer Focus	Self 2.20 Other 2.33		0.13
Persuasion and Influence	Self 2.00 Other 2.06		0.06
Excellence	Self 2.20 Other 2.23		0.03
Continual Improvement	Self 2.20 Other 2.21		0.01
Goals	Self 2.20 Other 2.21		0.01
Passion To Learn	Self 2.40 Other 2.33		0.07

Management

Disagree

Unsure

Agree

0.14

Achievement

Definition:

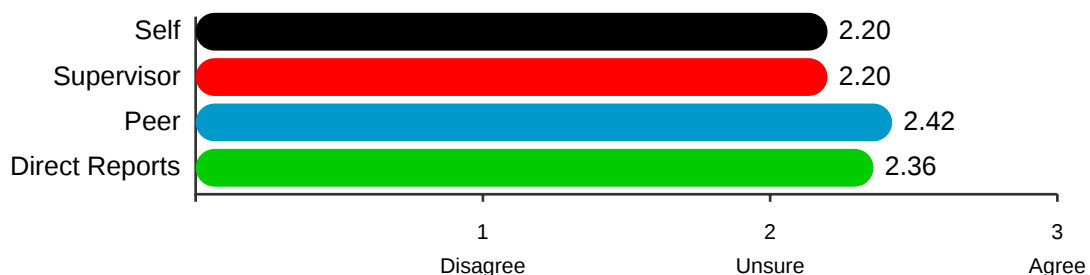
Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

Why this is Important:

Achievement is essential for organizations and companies because it drives productivity, innovation, and long-term success. By maintaining high standards, adhering to best practices, and strategically aligning individual and team goals with company objectives, employees contribute to consistent performance and measurable results. Organizations that foster a culture of achievement encourage efficiency, resilience in the face of setbacks, and thoughtful risk-taking, all of which lead to improved outcomes and a stronger bottom line.

Summary Scores:

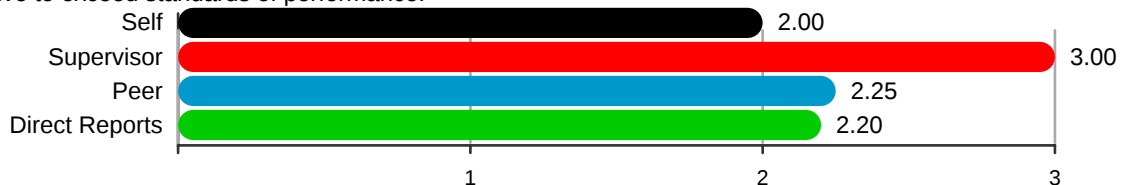
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. You strive to exceed standards of performance.



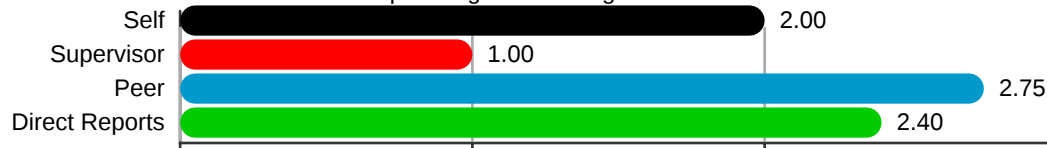
2. You strive to meet goals and objectives.



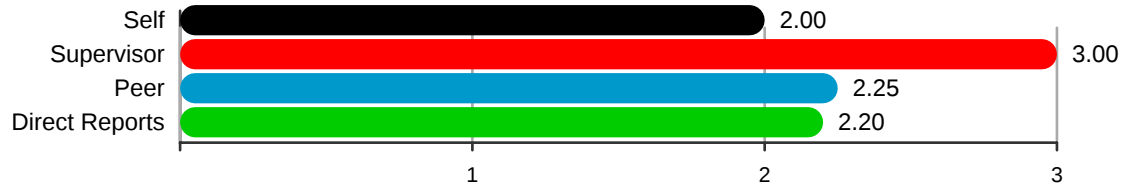
3. I can complete required training and certification.



4. You allocate resources as needed to accomplish organizational goals.



5. You take reasonable risks to achieve desired results.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
1. You strive to exceed standards of performance.	15	2.27	33.3	7%	60%	33%
2. You strive to meet goals and objectives.	15	2.53	73.3	20%	7%	73%
3. I can complete required training and certification.	15	2.33	40.0	7%	53%	40%
4. You allocate resources as needed to accomplish organizational goals.	15	2.47	53.3	7%	40%	53%
5. You take reasonable risks to achieve desired results.	15	2.27	40.0	13%	47%	40%

Comments:

- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ has grown and proven himself to be an effective leader in the imaging department.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

Results Oriented

Definition:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

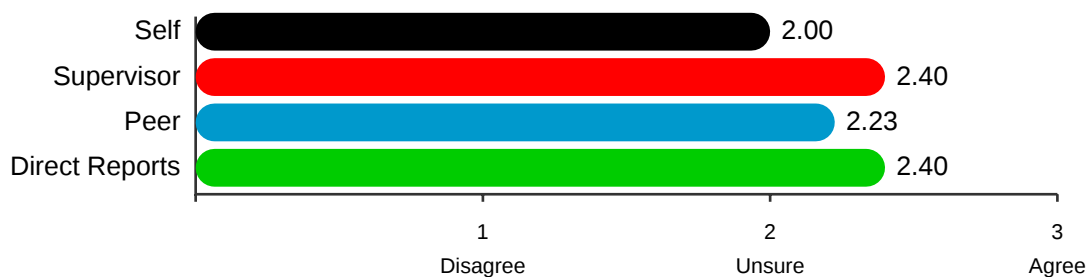
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why this is Important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. You pursue performance benchmarks despite obstacles and setbacks.



7. I strive to exceed performance benchmarks.



8. You help others when free-time is available.



9. You track individual and team contributions against goals and communicate outcomes transparently.



10. You coordinate cross-functional efforts to ensure dependencies are addressed proactively.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
6. You pursues performance benchmarks despite obstacles and setbacks.	15	2.13	33.3	20%	47%	33%
7. I strive to exceed performance benchmarks.	15	2.07	26.7	20%	53%	27%
8. You help others when free-time is available.	15	2.33	40.0	7%	53%	40%
9. You track individual and team contributions against goals and communicate outcomes transparently.	15	2.40	53.3	13%	33%	53%
10. You coordinate cross-functional efforts to ensure dependencies are addressed proactively.	15	2.47	60.0	13%	27%	60%

Comments:

- He correctly sets limits, and expectations of his managers.
- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
-

Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.

Excellence

Definition:

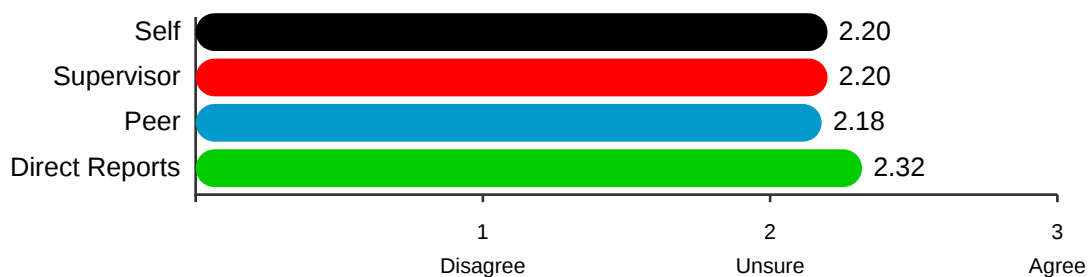
Is excellent in performing their job duties and tasks.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



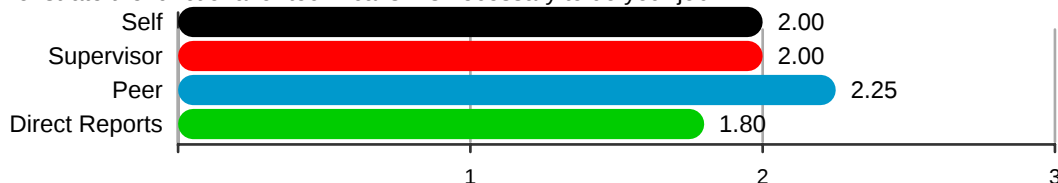
Scores on Each Item:

The scores for each of the items in this competency are shown below.

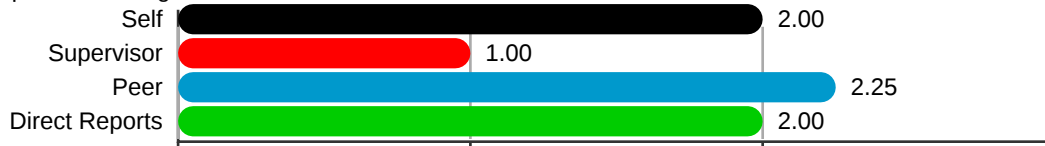
11. You keep yourself and others focused on constant improvement.



12. You demonstrate the functional or technical skills necessary to do your job.



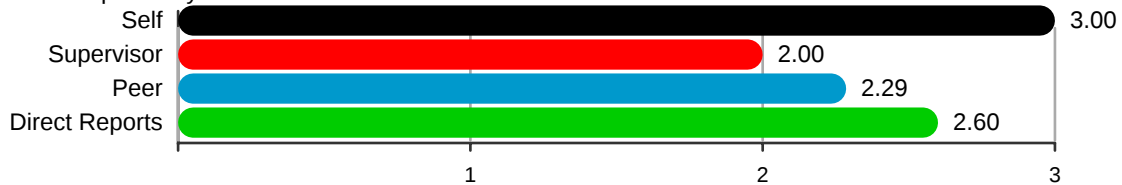
13. You are planful and organized.



14. You produce high quality work.



15. You take a lot of pride in your work.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
11. You keep yourself and others focused on constant improvement.	15	2.33	40.0	7%	53%	40%
12. You demonstrate the functional or technical skills necessary to do your job.	15	2.07	20.0	13%	67%	20%
13. You are planful and organized.	15	2.07	26.7	20%	53%	27%
14. You produce high quality work.	15	2.27	40.0	13%	47%	40%
15. You take a lot of pride in your work.	14	2.43	50.0	7%	43%	50%

Comments:

- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.

Interpersonal Skills

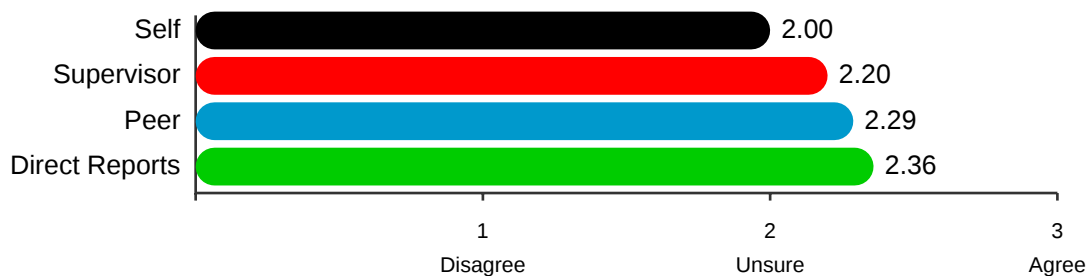
Definition:

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

Why this is Important:

Summary Scores:

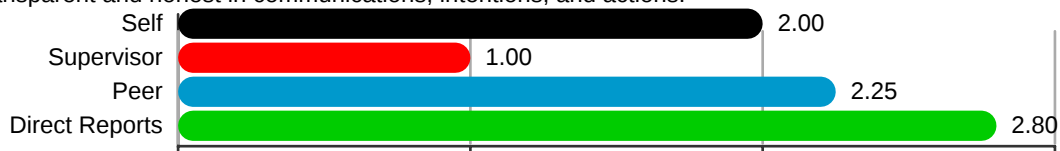
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. I am transparent and honest in communications, intentions, and actions.



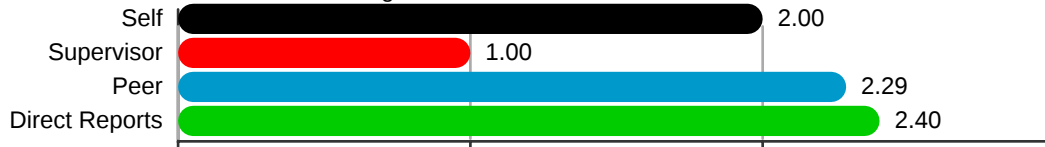
17. You use knowledge and charisma rather than position, power, or coercion to influence others



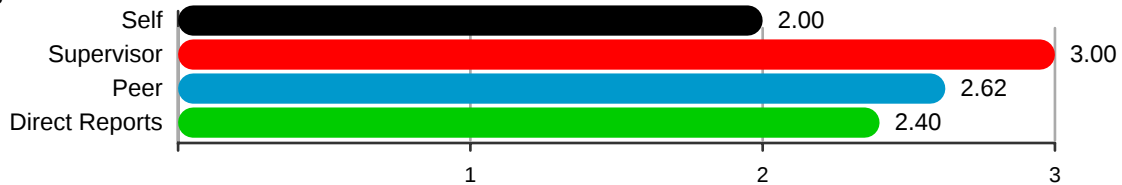
18. You maintain open and regular communication with others.



19. You communicate well at all levels of the organization.



20. You a good listener who is attentive to others.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. I am transparent and honest in communications, intentions, and actions.	15	2.33	46.7	13%	40%	47%
17. You use knowledge and charisma rather than position, power, or coercion to influence others	15	2.33	40.0	7%	53%	40%
18. You maintain open and regular communication with others.	14	2.00	14.3	14%	71%	14%
19. You communicate well at all levels of the organization.	14	2.21	42.9	21%	36%	43%
20. You a good listener who is attentive to others.	15	2.53	60.0	7%	33%	60%

Comments:

- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- He is both the manager and the interim director for the service line.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- _____ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- _____ is organized and thorough.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.

Passion To Learn

Definition:

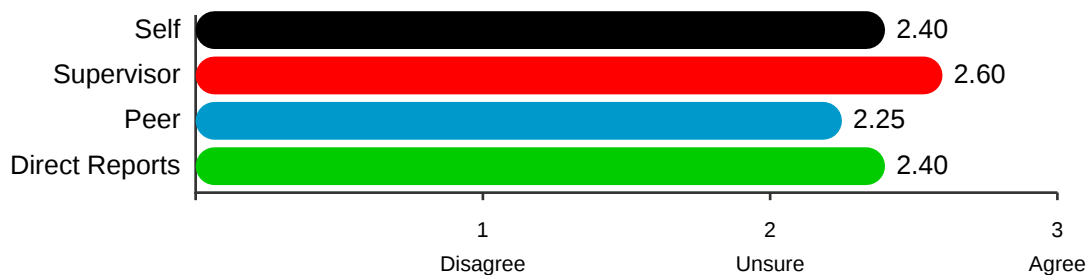
High level of curiosity and committed to their professional development.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

21. You take initiative for own learning and development.



22. You enhance your value to the company through additional training and development.



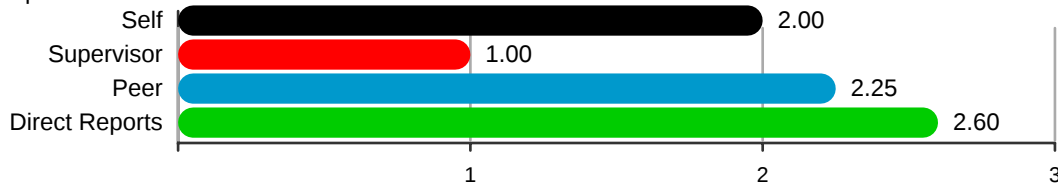
23. You demonstrate through personal behavior the commitment to high standards of performance.



24. You demonstrate a willingness to participate in continuing education courses.



25. You are open to feedback from others.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
21. You take initiative for own learning and development.	15	2.60	66.7	7%	27%	67%
22. You enhance your value to the company through additional training and development.	15	2.33	40.0	7%	53%	40%
23. You demonstrate through personal behavior the commitment to high standards of performance.	15	2.07	20.0	13%	67%	20%
24. You demonstrate a willingness to participate in continuing education courses.	15	2.40	53.3	13%	33%	53%
25. You are open to feedback from others.	15	2.27	53.3	27%	20%	53%

Comments:

- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- Our department continues to have a very low loss rate.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- I appreciate his perspective and guidance on a variety of things.

Continual Improvement

Definition:

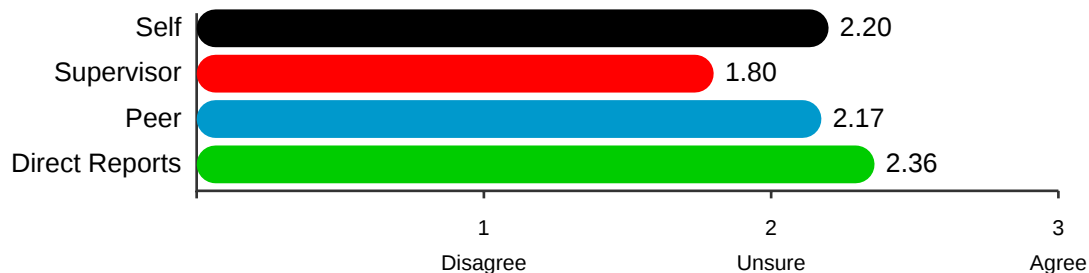
Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

Why this is Important:

Using this definition of Continual Improvement, why is this important for organizations and companies?

Summary Scores:

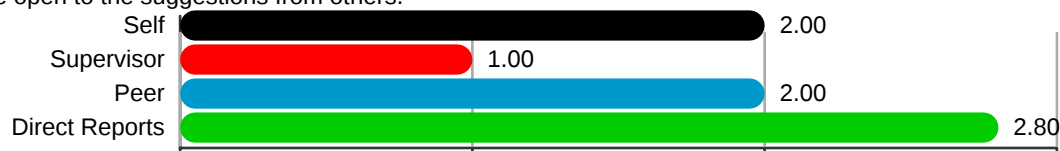
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

26. You are open to the suggestions from others.



27. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



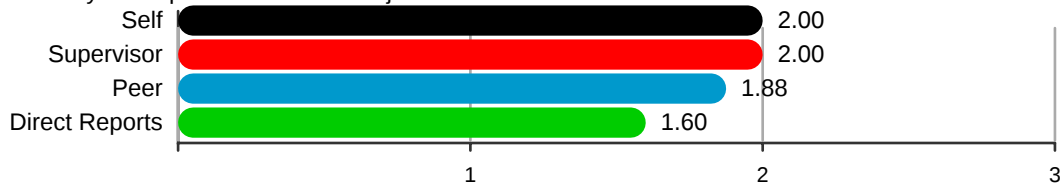
28. You look for ways to improve work processes and procedures.



29. You look for ways to expand current job responsibilities.



30. You look for ways to expand and learn new job skills.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
26. You are open to the suggestions from others.	15	2.20	33.3	13%	53%	33%
27. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	2.00	26.7	27%	47%	27%
28. You look for ways to improve work processes and procedures.	15	2.47	53.3	7%	40%	53%
29. You look for ways to expand current job responsibilities.	15	2.60	60.0		40%	60%
30. You look for ways to expand and learn new job skills.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- Willingness to pitch in, desire to grow, and a great attitude.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.

Management

Definition:

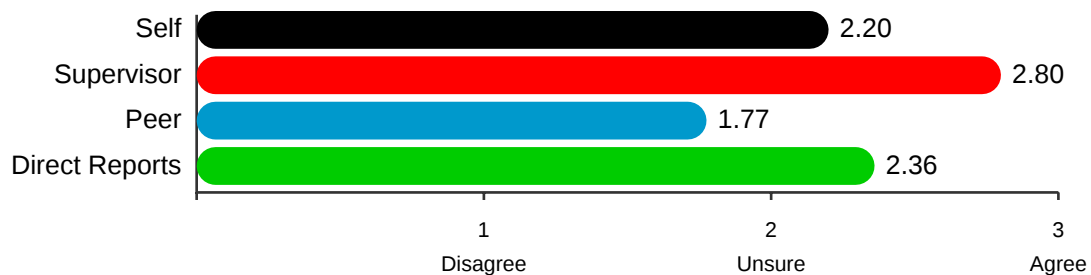
Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

Why this is Important:

Management is essential to organizations because it transforms strategic intent into coordinated action, ensuring that people, resources, and priorities are aligned toward meaningful goals. Through clear communication, consistent accountability, and timely feedback, managers create clarity, foster trust, and drive performance. By leading through example and empowering others, they cultivate a culture of ownership, innovation, and resilience--where individuals feel supported and motivated to contribute their best. Effective management not only delivers results but also builds the conditions for long-term growth, adaptability, and sustained organizational health.

Summary Scores:

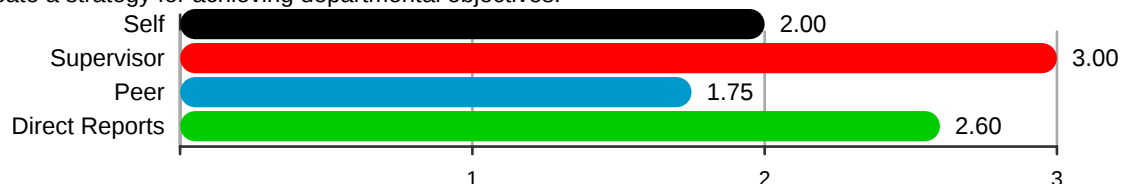
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. You create a strategy for achieving departmental objectives.



32. You delegate authority and responsibility to subordinates and hold them accountable for their actions.



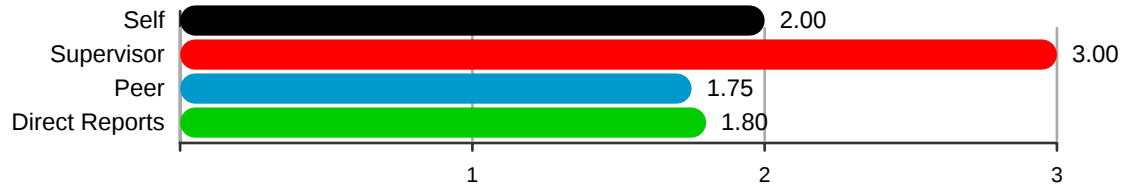
33. I use discipline as a tool for growth, focusing on feedback and learning rather than punishment.



34. I create growth opportunities for employees.



35. You integrate diverse skill levels and opportunities for growth of employees to ensure cohesive and effective project implementation.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. You create a strategy for achieving departmental objectives.	15	2.13	33.3	20%	47%	33%
32. You delegate authority and responsibility to subordinates and hold them accountable for their actions.	15	2.13	33.3	20%	47%	33%
33. I use discipline as a tool for growth, focusing on feedback and learning rather than punishment.	15	2.07	33.3	27%	40%	33%
34. I create growth opportunities for employees.	15	2.13	26.7	13%	60%	27%
35. You integrate diverse skill levels and opportunities for growth of employees to ensure cohesive and effective project implementation.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- Improve communication delivery. Acknowledge what others are saying.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- He lets us develop our own style and inspires us to do our best.
- _____ is very supportive to staff and offers many opportunities for staff to grow.

Persuasion and Influence

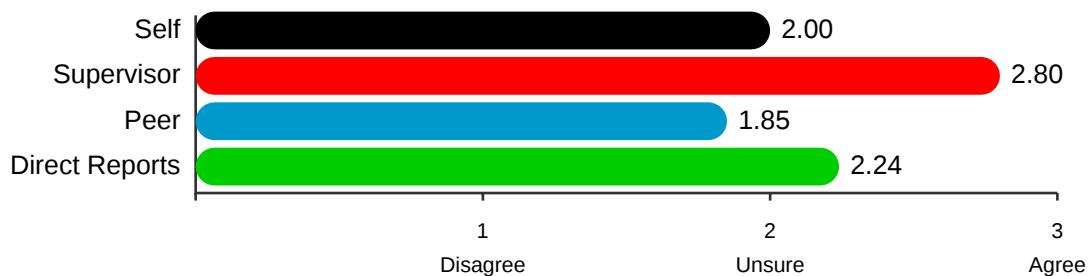
Definition:

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

Why this is Important:

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. You are successful in describing and communicating an image of the problem.



37. You get others to adopt new positions or ways of doing things.



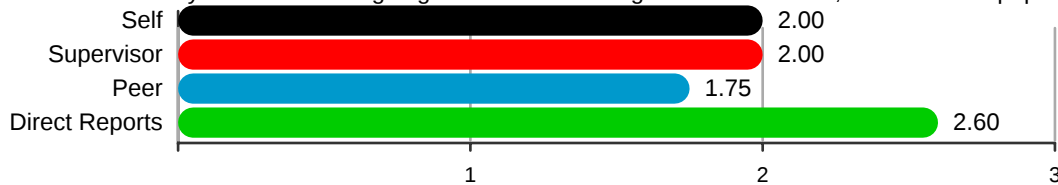
38. You gain acceptance from employees for new ways of working.



39. You gather data and stakeholder perspectives in advance to anticipate resistance and tailor persuasive approaches.



40. You advocate consistently for decisions aligning with ethical and organizational values, even when unpopular.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
36. You are successful in describing and communicating an image of the problem.	15	1.87	20.0	33%	47%	20%
37. You get others to adopt new positions or ways of do things.	15	1.93	13.3	20%	67%	13%
38. You gain acceptance from employees for new ways of working.	15	2.07	33.3	27%	40%	33%
39. You gather data and stakeholder perspectives in advance to anticipate resistance and tailor persuasive approaches.	15	2.33	33.3		67%	33%
40. You advocate consistently for decisions aligning with ethical and organizational values, even when unpopular.	15	2.07	33.3	27%	40%	33%

Comments:

- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- He has been influential in our focus on the future.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- _____ always has the customer at the center of focus.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

Goals

Definition:

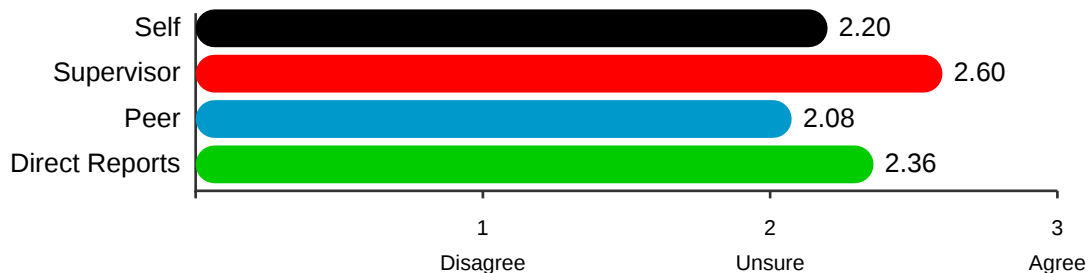
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why this is Important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

Summary Scores:

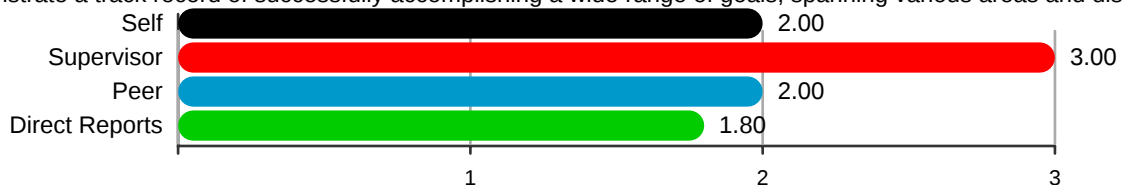
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

41. I demonstrate a track record of successfully accomplishing a wide range of goals, spanning various areas and disciplines.



42. You set goals that are both realistic and challenging to achieve.



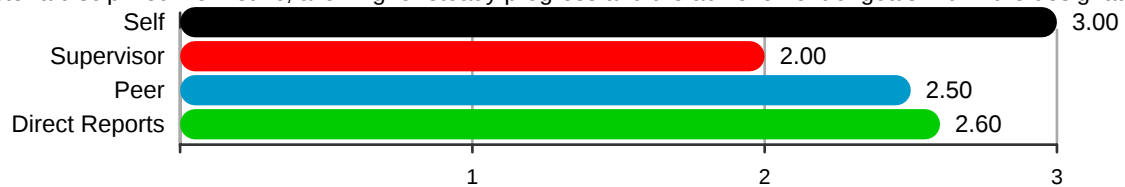
43. You create goals based on the specific needs and challenges of each task or project.



44. You strategically plan activities, resources, and personnel to ensure that progress is made on all current goals.



45. You foster a disciplined work ethic, allowing for steady progress and the achievement of goals within the designated time frame.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
41. I demonstrate a track record of successfully accomplishing a wide range of goals, spanning various areas and disciplines.	15	2.00	26.7	27%	47%	27%
42. You set goals that are both realistic and challenging to achieve.	15	2.13	33.3	20%	47%	33%
43. You create goals based on the specific needs and challenges of each task or project.	15	2.20	40.0	20%	40%	40%
44. You strategically plan activities, resources, and personnel to ensure that progress is made on all current goals.	15	2.20	26.7	7%	67%	27%
45. You foster a disciplined work ethic, allowing for steady progress and the achievement of goals within the designated time frame.	15	2.53	60.0	7%	33%	60%

Comments:

- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- He is such a positive person and always willing to pitch in where help is needed.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.

Customer Focus

Definition:

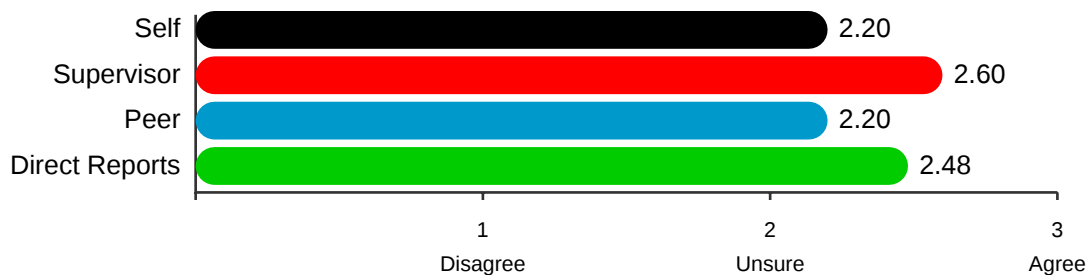
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

Why this is Important:

Customer Focus is essential to organizational success because it builds trust, drives loyalty, and creates meaningful customer experiences that lead to repeat business and positive reputation. By actively listening, anticipating needs, and delivering tailored solutions with urgency and empathy, employees foster long-term relationships and consistently exceed expectations. A customer-focused culture encourages continuous improvement, innovation, and accountability--turning feedback into actionable insights and aligning service with evolving customer demands. When modeled across teams, Customer Focus becomes a strategic advantage that elevates performance, strengthens brand identity, and positions the organization as a leader in service excellence.

Summary Scores:

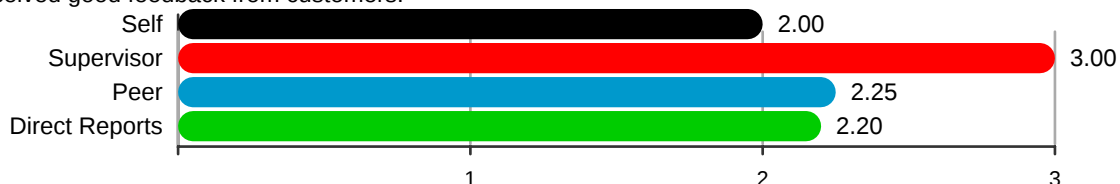
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

46. You received good feedback from customers.



47. I respond to feedback from customers.



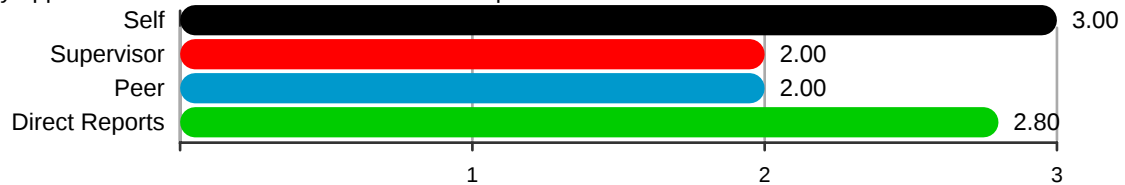
48. I maintain up-to-date information regarding customer products.



49. You focus on maintaining good relationships with customers.



50. I identify opportunities that enhance the customer's experience.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. You received good feedback from customers.	15	2.27	26.7		73%	27%
47. I respond to feedback from customers.	15	2.13	26.7	13%	60%	27%
48. I maintain up-to-date information regarding customer products.	15	2.40	40.0		60%	40%
49. You focus on maintaining good relationships with customers.	15	2.47	46.7		53%	47%
50. I identify opportunities that enhance the customer's experience.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ has excellent communication skills.
- _____ has nothing but [CompanyName]'s best interest at heart.
- Always steps up if help is needed.
- he continues to make improvements in core competencies.
- _____ routinely goes out of his way to make work a more engaging experience.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.

Partnering/Networking

Definition:

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication.

Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

Why this is Important:

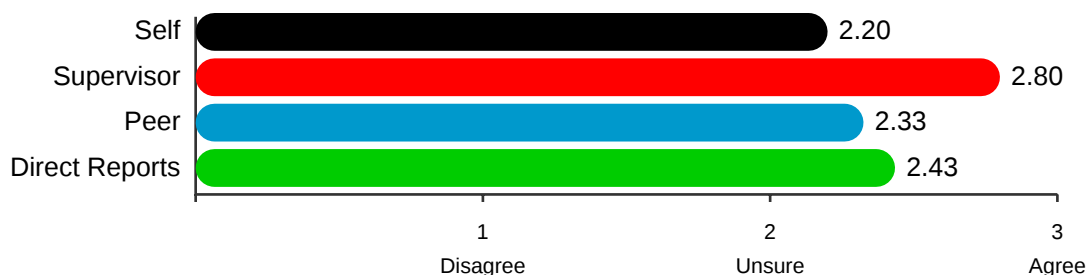
Partnering/Networking is essential for organizations and companies because it fosters collaboration, drives innovation, and enhances strategic opportunities. By building alliances, expanding professional networks, and forming meaningful relationships, businesses can access new markets, share resources, and exchange valuable industry knowledge. These connections enable organizations to strengthen their competitive edge, optimize workflow efficiency, and ensure trust and commitment in long-term partnerships.

Additionally, effective partnering and networking promote adaptability and resilience by aligning interests, resolving conflicts, and facilitating agreements that support mutual success. Strong partnerships create an ecosystem where organizations can leverage complementary strengths, exchange information, and navigate complex challenges with greater agility. Through continuous engagement with industry leaders, professional associations, and cross-functional teams, companies can anticipate trends, refine strategies, and remain at the forefront of their industries.

Ultimately, organizations thrive when they cultivate relationships built on transparency, mutual learning, and shared goals. Networking unlocks new business opportunities, enhances operational efficiency, and reinforces a culture of strategic collaboration. By embracing partnering and networking as a core function, companies position themselves for sustainable growth, innovation, and long-term success in a rapidly evolving business landscape.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

51. I am comfortable working in partnership with colleagues from other departments.



52. You strive to cultivate and sustain trustful and committed relationships with all partners.



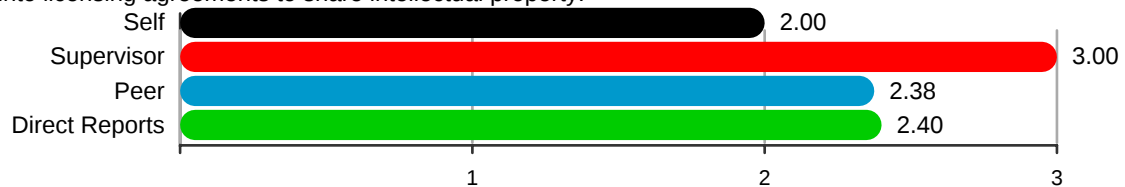
53. You regularly attend conferences and seminars to meet with others in the industry.



54. You create value within the Company by building networks.



55. I enter into licensing agreements to share intellectual property.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
51. I am comfortable working in partnership with colleagues from other departments.	14	2.21	28.6	7%	64%	29%
52. You strive to cultivate and sustain trustful and committed relationships with all partners.	14	2.29	42.9	14%	43%	43%
53. You regularly attend conferences and seminars to meet with others in the industry.	15	2.53	53.3		47%	53%
54. You create value within the Company by building networks.	15	2.47	46.7		53%	47%
55. I enter into licensing agreements to share intellectual property.	15	2.40	40.0		60%	40%

Comments:

- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- _____'s dedication and leadership in the management development program is evident.
- He sets his expectations high, and delivers a high level of performance herself.

Business Acumen

Definition:

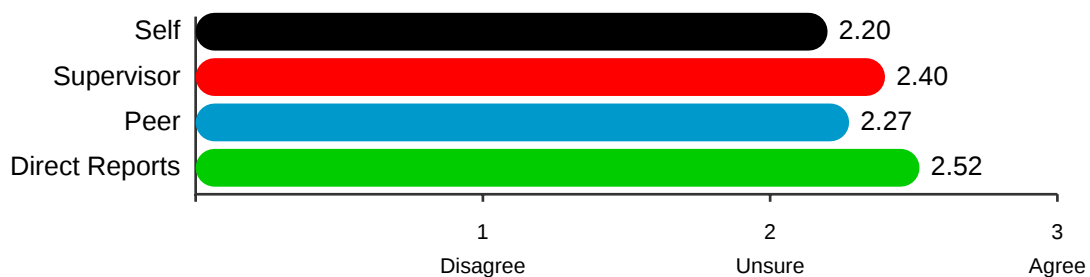
Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

Why this is Important:

Business acumen is a critical skill set for achieving success in business. It encompasses an understanding of how a business operates and the ability to facilitate operations, make strategic decisions, and communicate effectively to drive profitability and growth.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



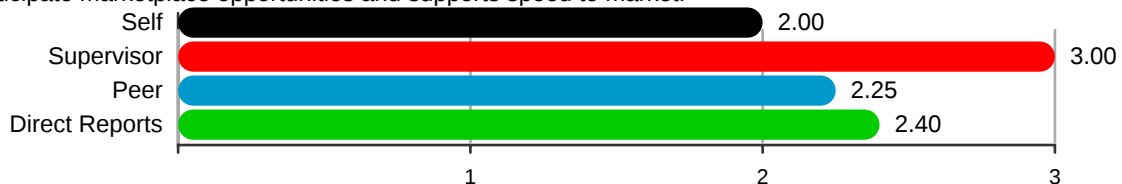
Scores on Each Item:

The scores for each of the items in this competency are shown below.

56. I describe and summarize data.



57. You anticipate marketplace opportunities and supports speed to market.



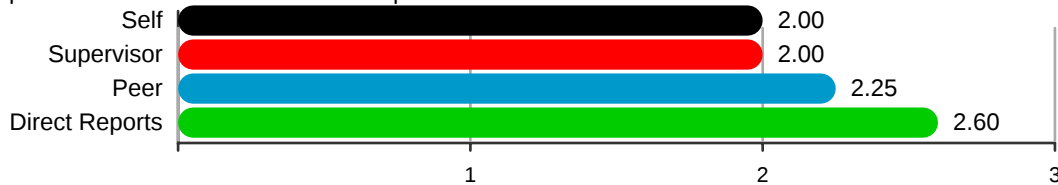
58. I recognize the individual needs of customers.



59. You understand the dynamics of our industry.



60. You keep informed of current income and expenses.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
56. I describe and summarize data.	15	2.53	53.3	47%		53%
57. You anticipate marketplace opportunities and supports speed to market.	15	2.33	33.3	67%		33%
58. I recognize the individual needs of customers.	15	2.33	33.3	67%		33%
59. You understand the dynamics of our industry.	15	2.27	26.7	73%		27%
60. You keep informed of current income and expenses.	15	2.33	33.3	67%		33%

Comments:

- He translated the creative thinking into real change and solution that advanced our department.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- He desires to do great work.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- Unfortunately there has been inconsistency in actions and results.

Strategic Insight

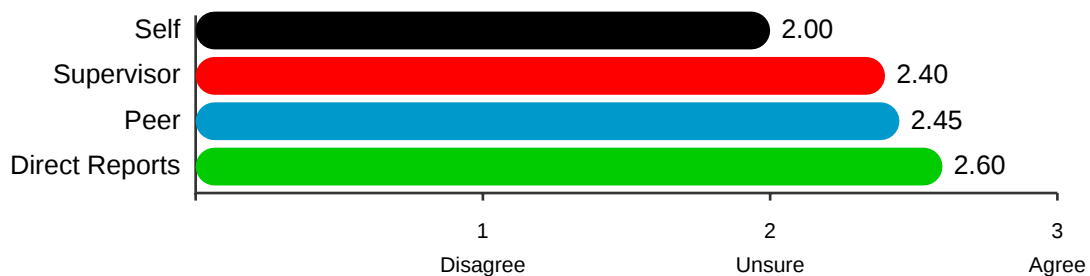
Definition:

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

Why this is Important:

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

61. You let employees know how their roles contribute toward the achievement of strategic company objectives.



62. I demonstrate knowledge of organizational history, values, and long-term goals when making strategic recommendations.



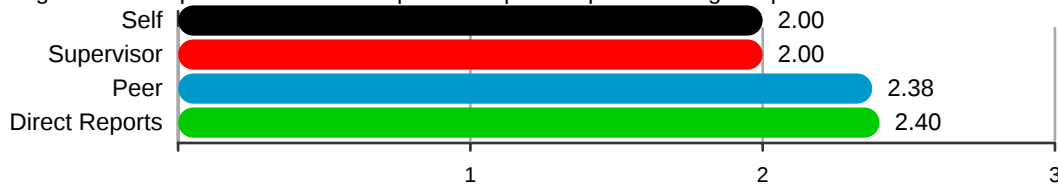
63. You formulate policies and strategies for addressing the Company's important challenges.



64. I anticipate talent needs based on projected business growth and industry developments.



65. You leverage internal expertise and external partnerships to expand strategic capabilities.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
61. You let employees know how their roles contribute toward the achievement of strategic company objectives.	15	2.47	46.7	53%		47%
62. I demonstrate knowledge of organizational history, values, and long-term goals when making strategic recommendations.	15	2.47	46.7	53%		47%
63. You formulate policies and strategies for addressing the Company's important challenges.	15	2.47	46.7	53%		47%
64. I anticipate talent needs based on projected business growth and industry developments.	15	2.60	60.0	40%		60%
65. You leverage internal expertise and external partnerships to expand strategic capabilities.	15	2.33	40.0	7%	53%	40%

Comments:

- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- He has hired good people, and developed strong relationships with finance.
- Thoroughness, accuracy, professionalism.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- I will always welcome _____'s direct, honest, caring feedback.

Planning

Definition:

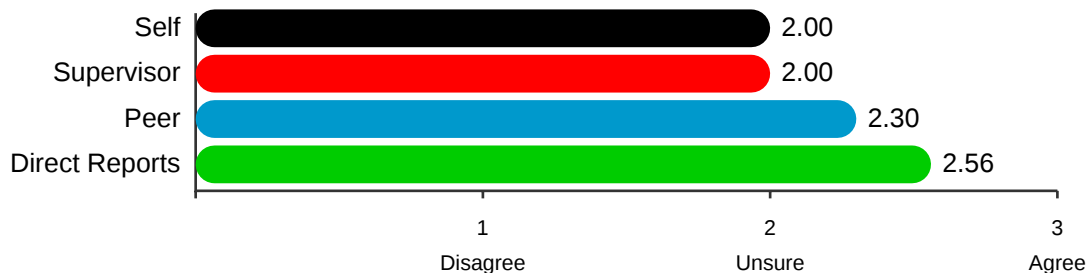
Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

Why this is Important:

Effective planning is essential for organizations and companies because it enhances efficiency, adaptability, and long-term success. By integrating forecasting, strategic planning, and resource management, businesses can anticipate challenges, allocate resources wisely, and maintain operational continuity. Planning also improves organization and prioritization, ensuring that tasks are executed effectively while aligning with company goals. Ultimately, a well-structured planning process strengthens decision-making, optimizes workflow, and enables organizations to navigate complexities with confidence.

Summary Scores:

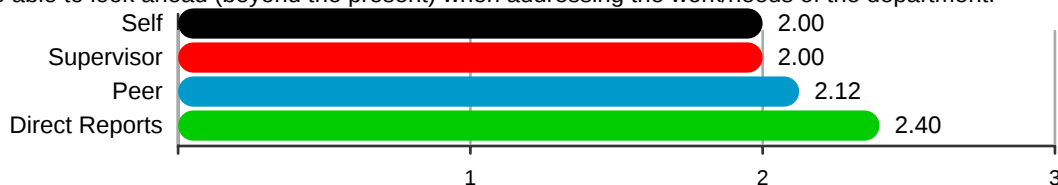
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

66. You are able to look ahead (beyond the present) when addressing the work/needs of the department.



67. I can reorder the schedule of events to maximize attendance/efficiency.



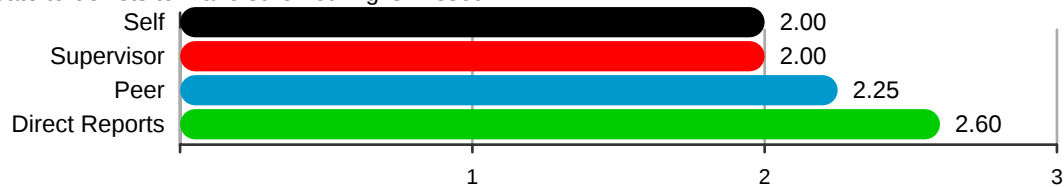
68. I encourage others to follow the plan.



69. You have developed an effective strategic plan.



70. You create to-do lists to make sure nothing is missed.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
66. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.20	26.7	7%	67%	27%
67. I can reorder the schedule of events to maximize attendance/efficiency.	15	2.40	40.0		60%	40%
68. I encourage others to follow the plan.	15	2.47	46.7		53%	47%
69. You have developed an effective strategic plan.	15	2.33	33.3		67%	33%
70. You create to-do lists to make sure nothing is missed.	15	2.33	33.3		67%	33%