



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.

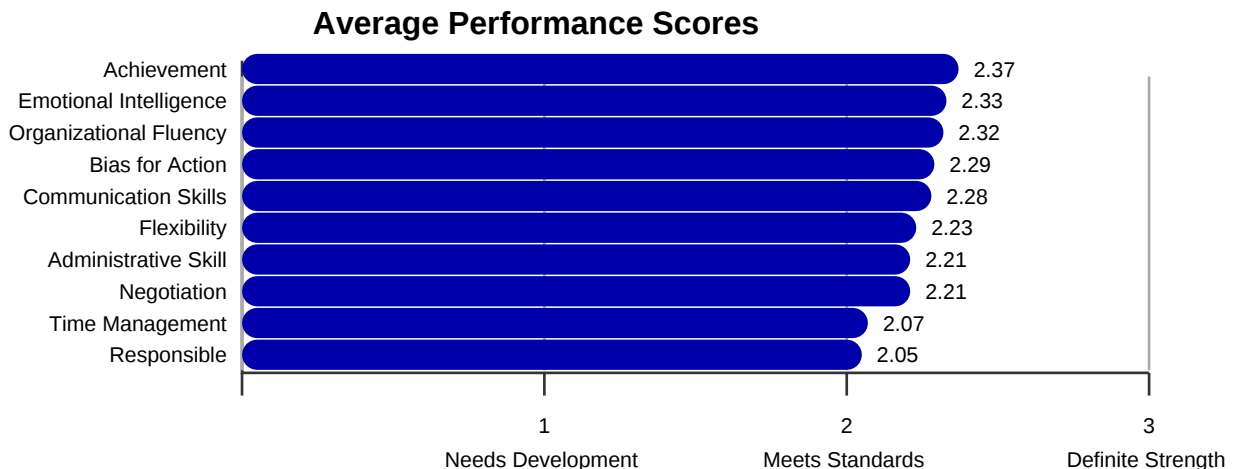
What to Do with Your Feedback

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 10 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.



Achievement

Definition:

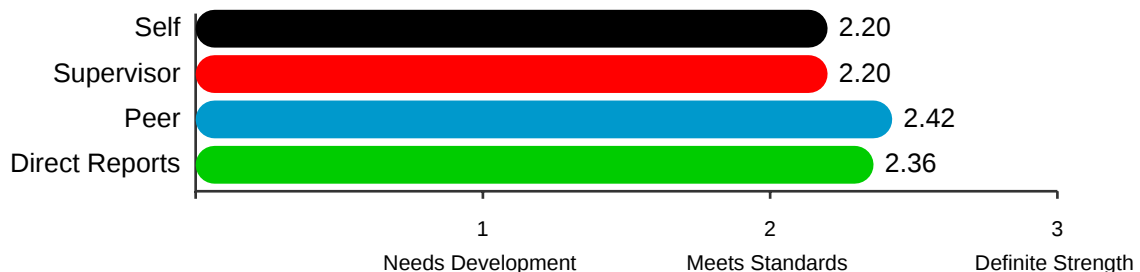
Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking 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:

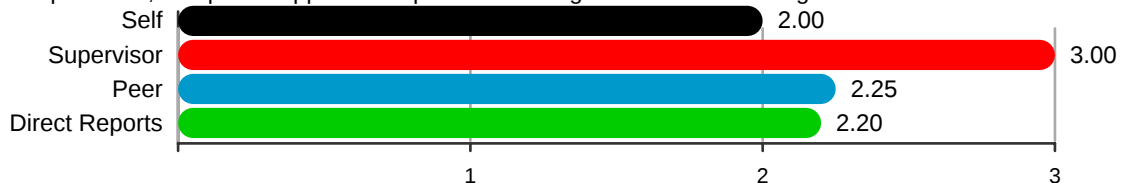
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

1. Maintains a proactive, fast-paced approach to problem-solving and decision-making.



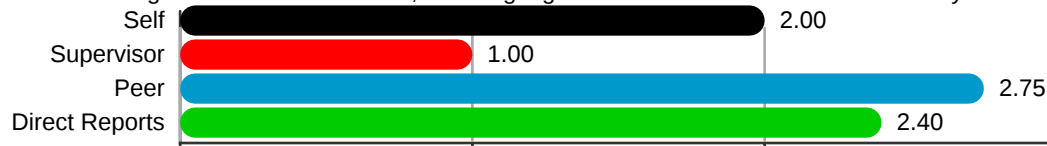
2. Helps others to improve or meet standards of performance.



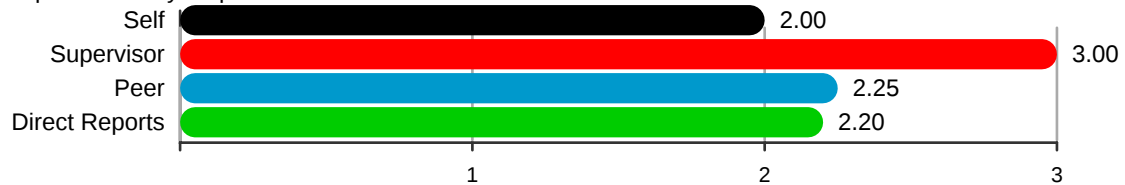
3. Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.



4. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.



5. Increased production by 20 percent.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1 Meets Standards 2 2 Definite Strength 3 3		
1. Maintains a proactive, fast-paced approach to problem-solving and decision-making.	15	2.27	33.3	7%	60%	33%
2. Helps others to improve or meet standards of performance.	15	2.53	73.3	20%	7%	73%
3. Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.	15	2.33	40.0	7%	53%	40%
4. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	15	2.47	53.3	7%	40%	53%
5. Increased production by 20 percent.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- _____ 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.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Communication Skills

Definition:

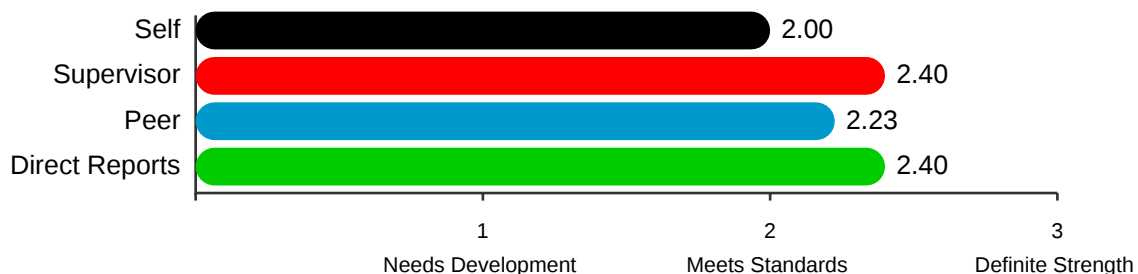
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

Why this is Important:

Strong communication skills help organizations and companies as they ensure clear, effective exchange of ideas and information, which drives productivity, collaboration, and alignment toward shared goals. Leaders and employees who communicate with clarity, responsiveness, and professionalism create an environment of trust and mutual understanding, fostering teamwork and reducing misunderstandings. Moreover, timely and impactful communication—whether delivering presentations, providing feedback, or addressing challenges—enhances decision-making, empowers individuals, and strengthens relationships, leading to overall organizational success and adaptability.

Summary Scores:

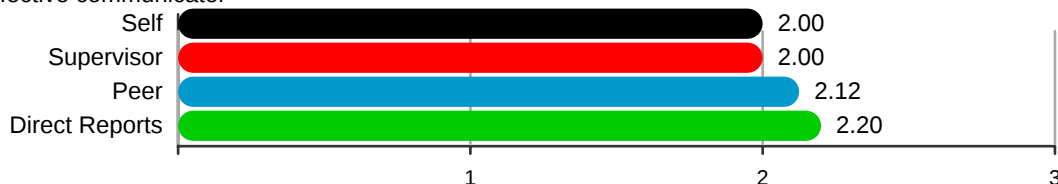
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. Is an effective communicator



7. Delivers effective public presentations.



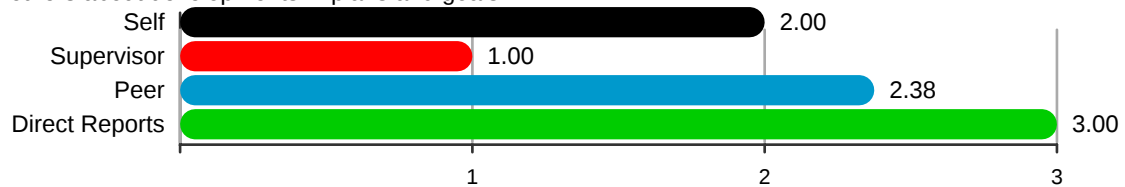
8. Is willing to give feedback to others even if that feedback is critical of their approach.



9. Communicates Corporate initiatives in a relevant and actionable manner to employees within his/her organization.



10. Notifies others about developments in plans and goals.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
6. Is an effective communicator	15	2.13	33.3	20%	47%	33%
7. Delivers effective public presentations.	15	2.07	26.7	20%	53%	27%
8. Is willing to give feedback to others even if that feedback is critical of their approach.	15	2.33	40.0	7%	53%	40%
9. Communicates Corporate initiatives in a relevant and actionable manner to employees within his/her organization.	15	2.40	53.3	13%	33%	53%
10. Notifies others about developments in plans and goals.	15	2.47	60.0	13%	27%	60%

Comments:

- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- He had done amazingly well considering all of the global threats to the product line.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.

Flexibility

Definition:

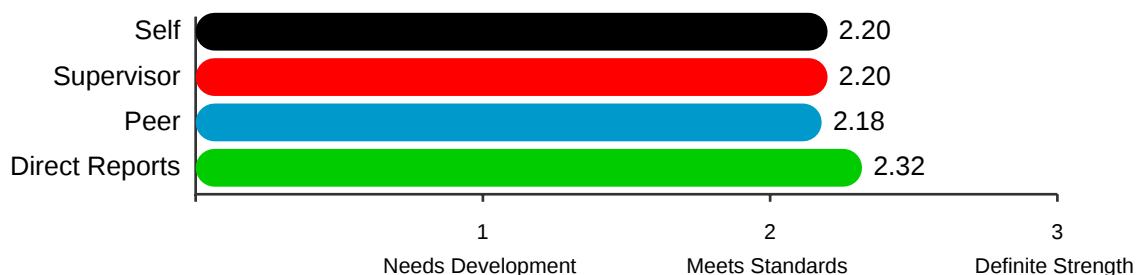
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

Why this is Important:

Flexibility allows individuals and organizations to adapt to changing circumstances and challenges with ease. This adaptability enhances problem-solving, strategic thinking and innovation, leading to more effective and efficient operations. Flexibility is being resilient in the response to setbacks, enabling a quicker recovery and maintaining productivity. Flexibility also accommodates the diverse needs and perspectives of others to create a more inclusive and collaborative work environment. Flexibility helps drive success and sustainability in today's dynamic business environment.

Summary Scores:

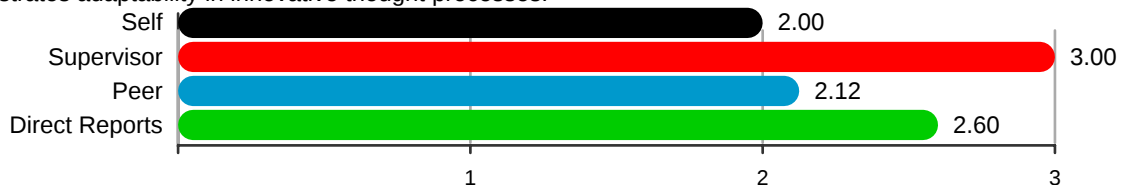
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

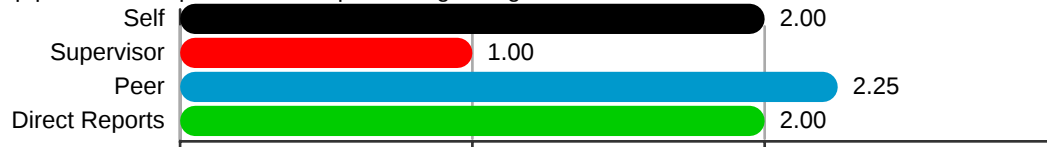
11. Demonstrates adaptability in innovative thought processes.



12. Experiments with new ideas to create innovative solutions to issues.



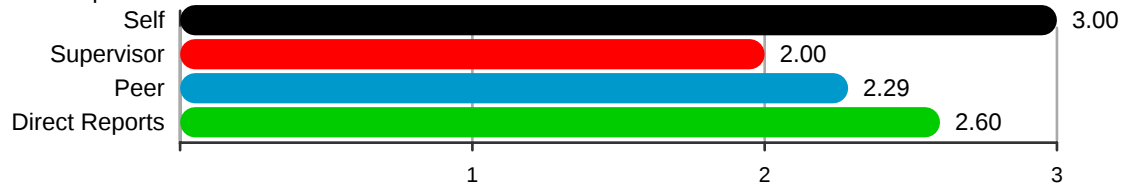
13. Scales up production capabilities in response to growing service demands.



14. Builds a more engaged and cohesive team willing to pivot and support each other through transitions and changes.



15. Introduces new products or services.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. Demonstrates adaptability in innovative thought processes.	15	2.33	40.0	7%	53%	40%
12. Experiments with new ideas to create innovative solutions to issues.	15	2.07	20.0	13%	67%	20%
13. Scales up production capabilities in response to growing service demands.	15	2.07	26.7	20%	53%	27%
14. Builds a more engaged and cohesive team willing to pivot and support each other through transitions and changes.	15	2.27	40.0	13%	47%	40%
15. Introduces new products or services.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- _____ has done a remarkable job managing the department.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.

Bias for Action

Definition:

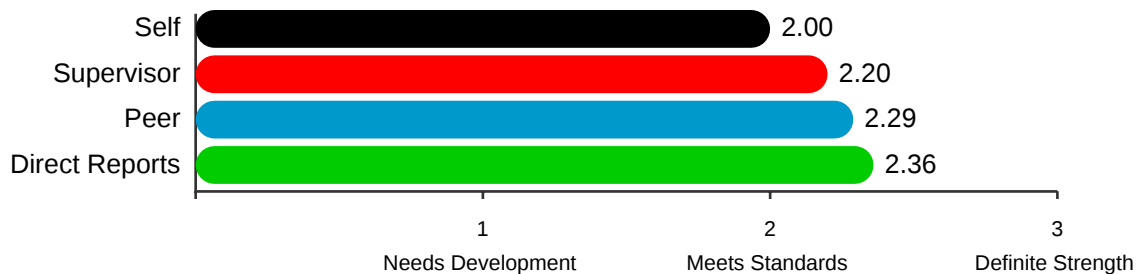
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

Why this is Important:

"Bias for Action" is vital in business because it fosters a culture of proactivity and responsiveness, enabling teams to seize opportunities and address challenges swiftly. It drives productivity, innovation, and continual improvement, ensuring that tasks are completed efficiently while maintaining focus on long-term goals. By embodying qualities such as decisiveness, resilience, and reliability, individuals with a Bias for Action inspire confidence, maintain momentum, and position their organizations to thrive in competitive and fast-paced environments.

Summary Scores:

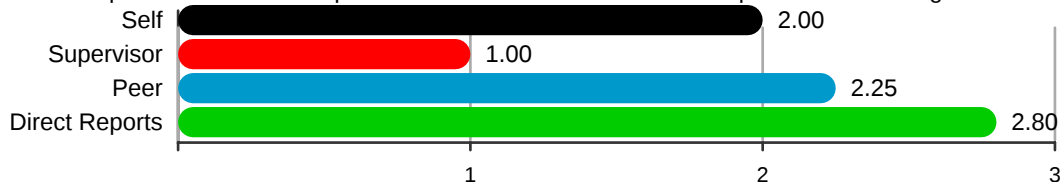
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Establishes clear procedures and best practices to minimize the likelihood of problems occurring.



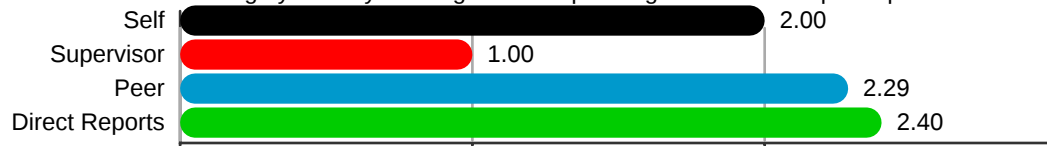
17. Fosters an action-oriented culture within the department.



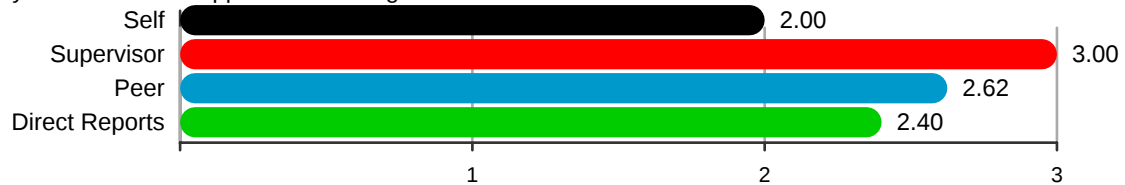
18. Works to achieve department goals.



19. Engages in continuous learning by actively seeking and incorporating feedback to improve processes and performance.



20. Positively motivates and supports others to gain skills



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. Establishes clear procedures and best practices to minimize the likelihood of problems occurring.	15	2.33	46.7	13%	40%	47%
17. Fosters an action-oriented culture within the department.	15	2.33	40.0	7%	53%	40%
18. Works to achieve department goals.	14	2.00	14.3	14%	71%	14%
19. Engages in continuous learning by actively seeking and incorporating feedback to improve processes and performance.	14	2.21	42.9	21%	36%	43%
20. Positively motivates and supports others to gain skills	15	2.53	60.0	7%	33%	60%

Comments:

- 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.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- Is reliable and keeps the team focused on the delivery of outcomes.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.

Emotional Intelligence

Definition:

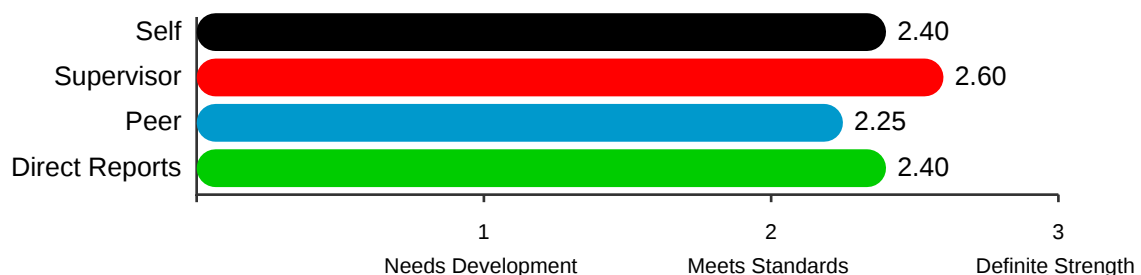
Ability to perceive, interpret, and understand the emotions of others.

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.



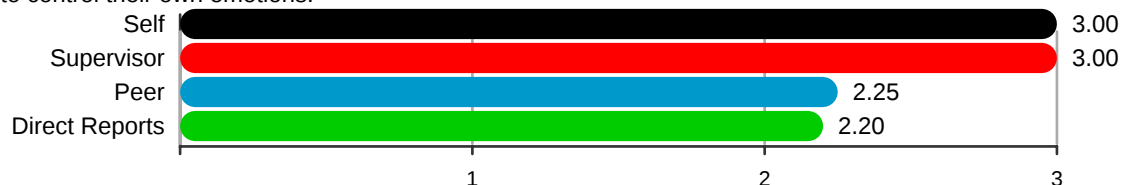
Scores on Each Item:

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

21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



22. Is able to control their own emotions.



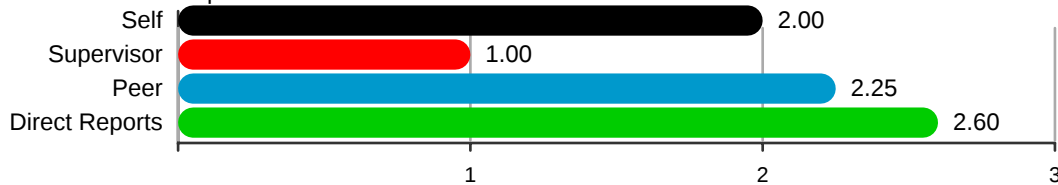
23. Is able to express themselves clearly.



24. Is attentive to emotional cues and interprets others' feelings correctly.



25. Able to understand others' points of view.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are color-coded from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.60	66.7	7%	27%	67%
22. Is able to control their own emotions.	15	2.33	40.0	7%	53%	40%
23. Is able to express themselves clearly.	15	2.07	20.0	13%	67%	20%
24. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.40	53.3	13%	33%	53%
25. Able to understand others' points of view.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.

Administrative Skill

Definition:

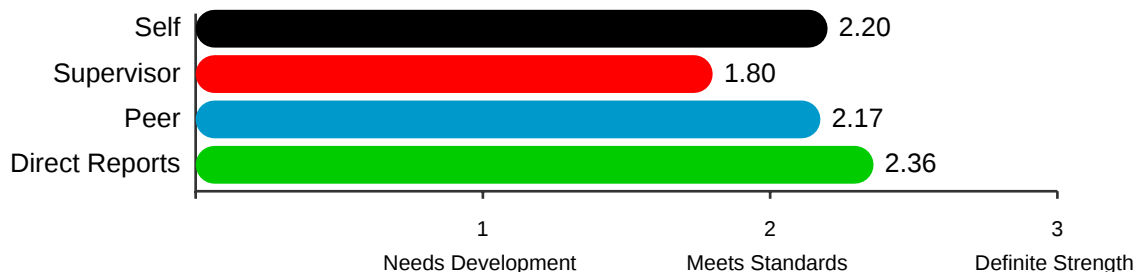
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

Why this is Important:

Administrative skills are vital in business because they ensure the smooth and efficient operation of an organization. By managing schedules, organizing documents, and implementing processes, individuals with strong administrative abilities create a structured environment that allows teams to focus on their goals without unnecessary distractions. These skills also play a critical role in effective communication, enabling the clear exchange of information among colleagues, clients, and stakeholders, which is essential for collaboration and decision-making.

Summary Scores:

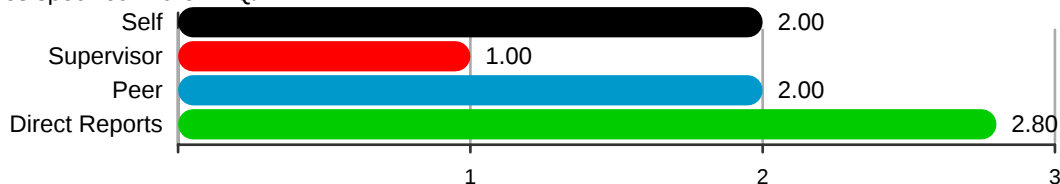
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.



27. Plans for the completion of projects by allocating appropriate physical and personnel resources.



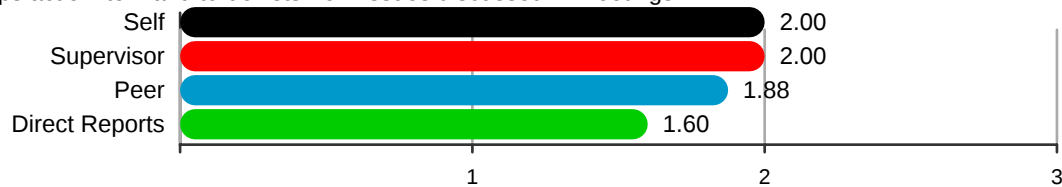
28. Develops efficient methods to locate and access documents quickly, reducing delays and improving productivity.



29. Plans, researches, and prepares presentations.



30. Develops action item and to-do lists from issues discussed in meetings.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.	15	2.20	33.3	13%	53%	33%
27. Plans for the completion of projects by allocating appropriate physical and personnel resources.	15	2.00	26.7	27%	47%	27%
28. Develops efficient methods to locate and access documents quickly, reducing delays and improving productivity.	15	2.47	53.3	7%	40%	53%
29. Plans, researches, and prepares presentations.	15	2.60	60.0		40%	60%
30. Develops action item and to-do lists from issues discussed in meetings.	15	1.80	13.3	33%	53%	13%

Comments:

- He exhibits vision, compassion and high integrity in all of his work.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Communicate regularly with the whole company, not just one department.
- Manager is always interested in our views, and continually works at implementing our suggestions.

Time Management

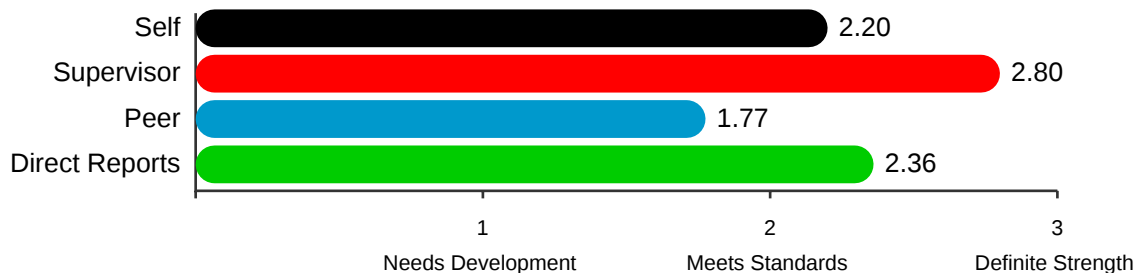
Definition:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why this is Important:

Summary Scores:

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



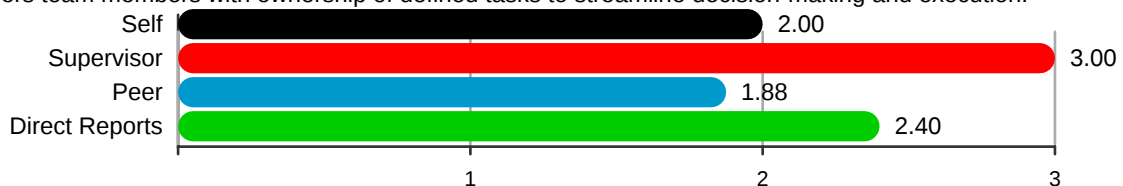
Scores on Each Item:

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

31. Focuses time on the important tasks that add significant value.



32. Empowers team members with ownership of defined tasks to streamline decision-making and execution.



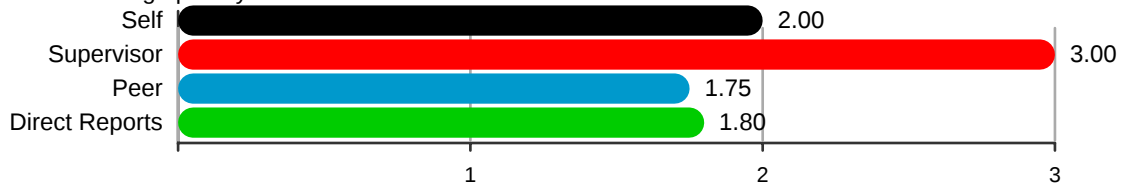
33. Provides accurate estimates for the amount of time needed to accomplish certain tasks.



34. Anticipates bottlenecks and proactively redistributes time to mitigate delays.



35. Initially focuses on high priority items.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
31. Focuses time on the important tasks that add significant value.	15	2.13	33.3	20%	47%	33%
32. Empowers team members with ownership of defined tasks to streamline decision-making and execution.	15	2.13	33.3	20%	47%	33%
33. Provides accurate estimates for the amount of time needed to accomplish certain tasks.	15	2.07	33.3	27%	40%	33%
34. Anticipates bottlenecks and proactively redistributes time to mitigate delays.	15	2.13	26.7	13%	60%	27%
35. Initially focuses on high priority items.	15	1.87	20.0	33%	47%	20%

Comments:

- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Please know that stress can occasionally slow down progress.
- Delegates often with little to no direction.
- _____ 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. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

Responsible

Definition:

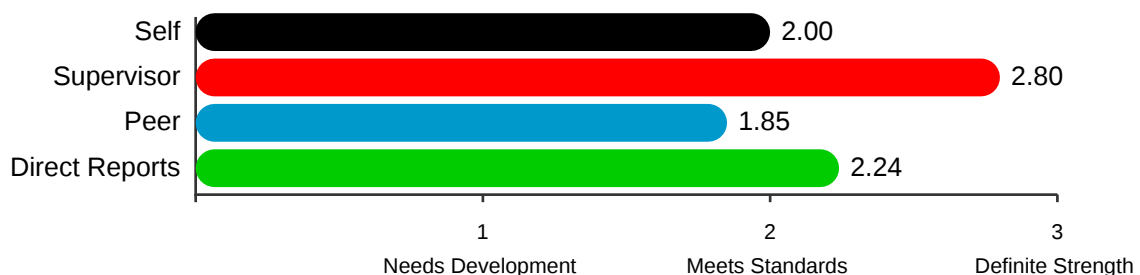
Takes responsibility for actions and sets a good example for others.

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.

36. Acts as a resource without removing individual responsibility.



37. Behavior is ethical and honest.



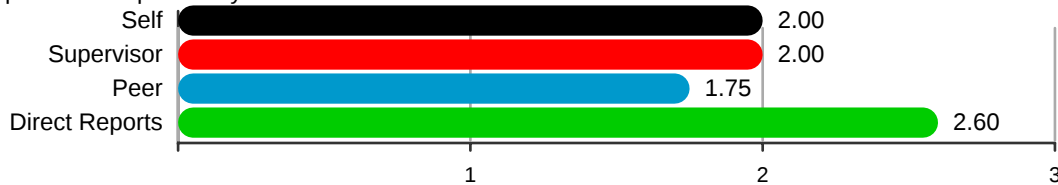
38. Completes assigned work tasks.



39. Is a person you can trust.



40. ...takes personal responsibility for results.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. Acts as a resource without removing individual responsibility.	15	1.87	20.0	33%	47%	20%
37. Behavior is ethical and honest.	15	1.93	13.3	20%	67%	13%
38. Completes assigned work tasks.	15	2.07	33.3	27%	40%	33%
39. Is a person you can trust.	15	2.33	33.3		67%	33%
40. ...takes personal responsibility for results.	15	2.07	33.3	27%	40%	33%

Comments:

- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

Negotiation

Definition:

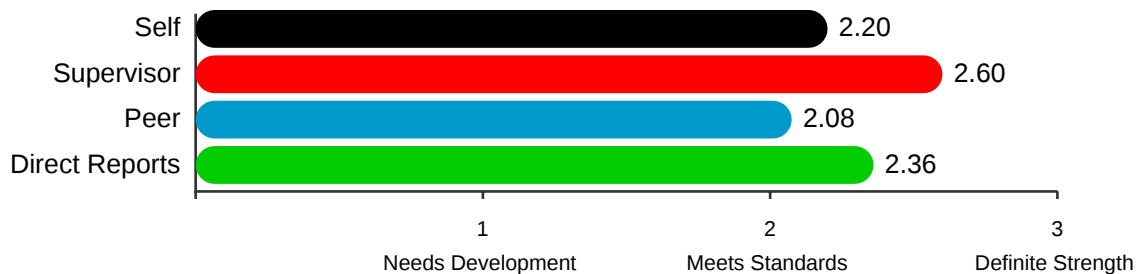
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Why this is Important:

Negotiation Skills enable managers to successfully resolve conflicts, develop trust and long-term partnerships. These skills can help achieve business objectives that contribute toward the success of the company. Strong negotiation skills can help individuals advance their careers by advocating for better roles, compensation, and benefits. Negotiation skills help managers and employees work together better to adapt to business challenges.

Summary Scores:

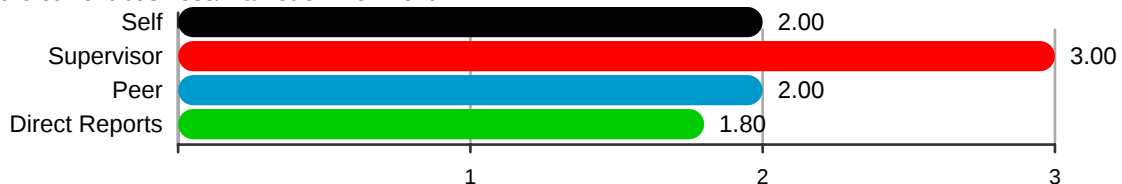
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Knows the current business/market environment.



42. Identifies goals and objectives desired as well as the strengths and weaknesses currently possessed.



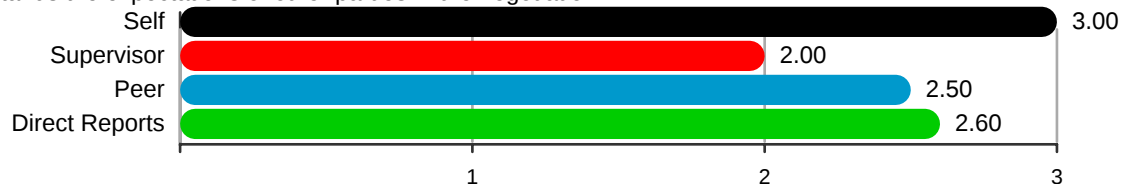
43. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.



44. A proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.



45. Understands the expectations of other parties in the negotiation.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. Knows the current business/market environment.	15	2.00	26.7	27%	47%	27%
42. Identifies goals and objectives desired as well as the strengths and weaknesses currently possessed.	15	2.13	33.3	20%	47%	33%
43. Clearly articulates points and actively listens to the others to ensure that both sides understand each other's needs and concerns.	15	2.20	40.0	20%	40%	40%
44. A proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.	15	2.20	26.7	7%	67%	27%
45. Understands the expectations of other parties in the negotiation.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ listens to employees ideas and concerns and address the issues right away.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- Provide and solicit more frequent feedback.
- 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.
- You could check for clarity in expectations more frequently.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.

Organizational Fluency

Definition:

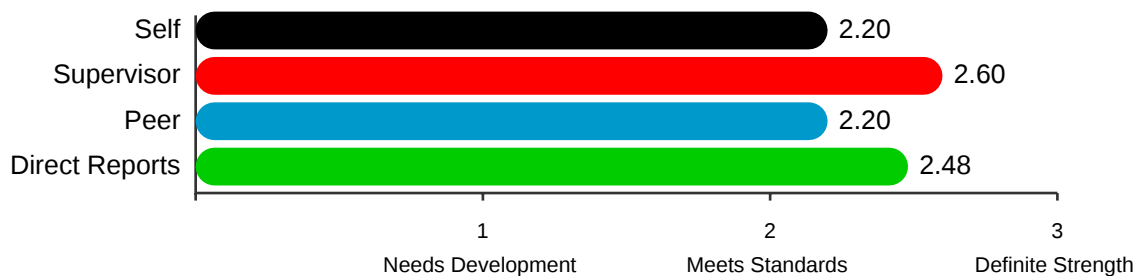
Able to work within the department/division/organization.
Understand how different parts of the business interact.

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.



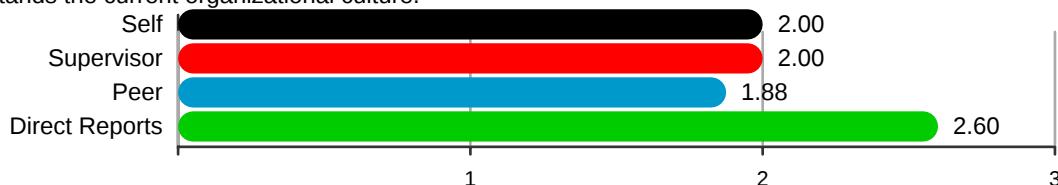
Scores on Each Item:

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

46. Adept at navigating within the culture of the department.



47. Understands the current organizational culture.



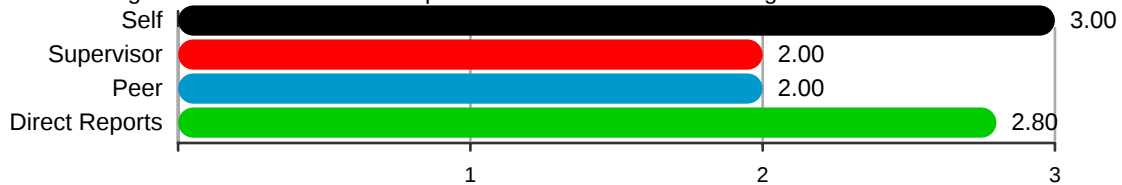
48. Gets things done through the department.



49. Able to explain departmental policies and procedures to others.



50. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are color-coded from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
46. Adept at navigating within the culture of the department.	15	2.27	26.7		73%	27%
47. Understands the current organizational culture.	15	2.13	26.7	13%	60%	27%
48. Gets things done through the department.	15	2.40	40.0		60%	40%
49. Able to explain departmental policies and procedures to others.	15	2.47	46.7		53%	47%
50. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	2.33	46.7	13%	40%	47%

Comments:

- Takes complete ownership of role and looks for ways to assist teammates.
- Don't work with him enough to observe the vast majority of these items.
- _____ has excellent communication skills with both staff and his management team.
- He challenges me every day to be my best and I appreciate that.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.