



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.

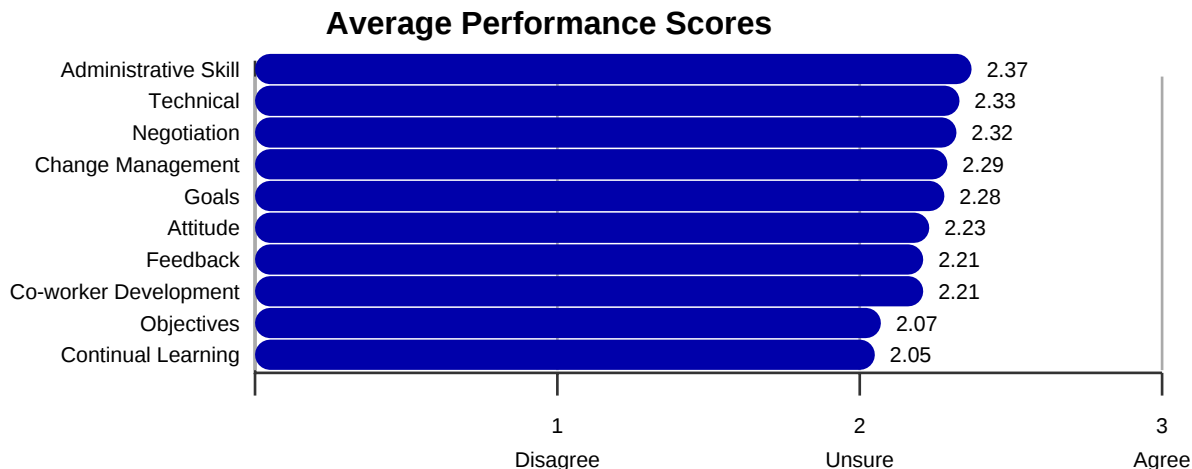
What to Do with Your Feedback

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

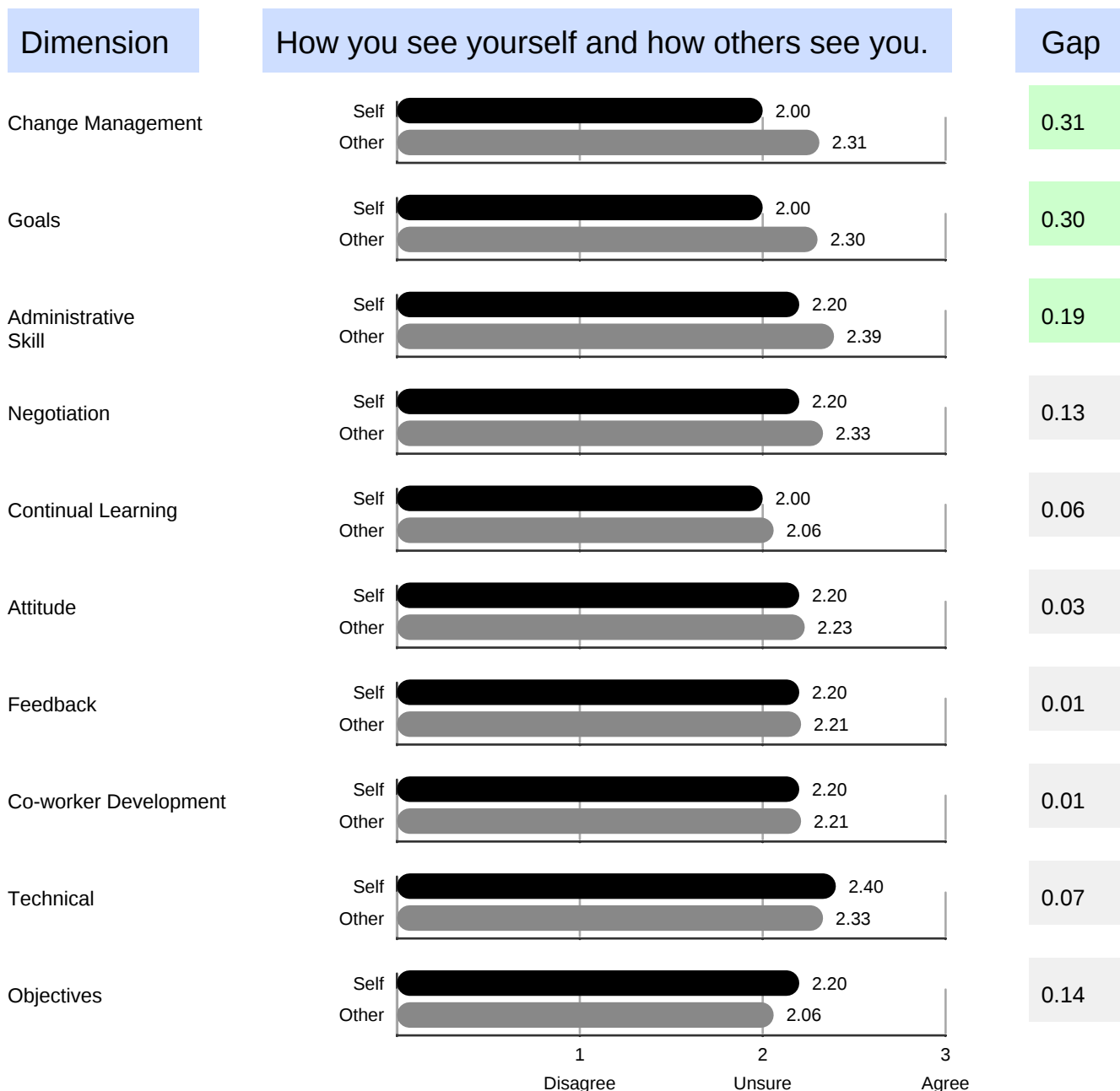
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Administrative Skill

Definition:

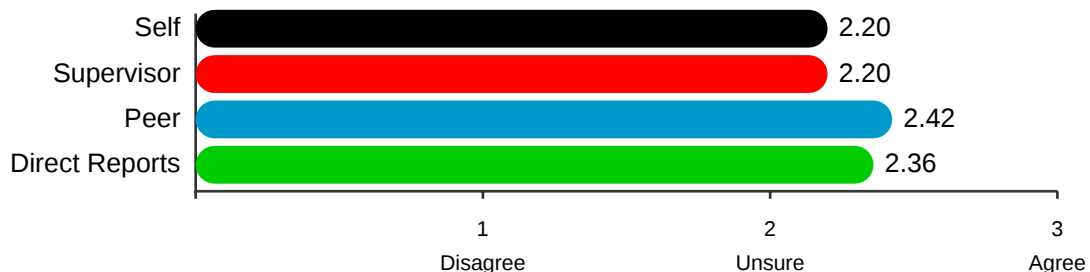
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster 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.



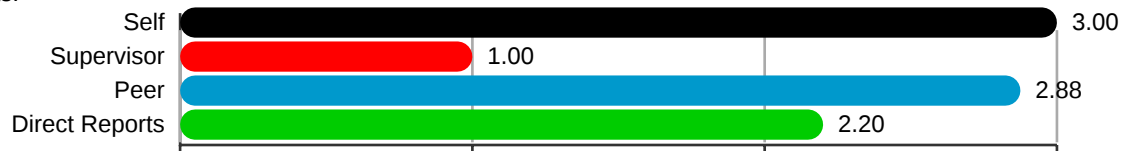
Scores on Each Item:

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

1. Manages and maintains executives' schedules.



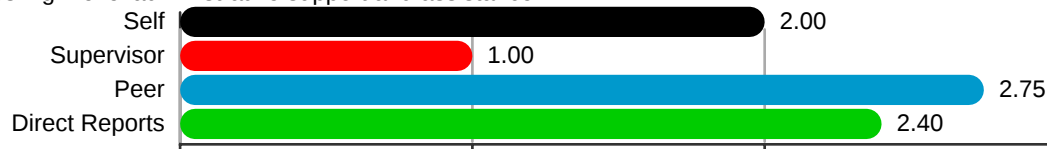
2. Implements measures to protect sensitive or confidential documents, such as using password-protected files or secure filing cabinets.



3. Operates various telecommunications devices.



4. Provides high-level administrative support and assistance.



5. Plans, administers, and controls budgets for contracts, equipment, and supplies.



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. Manages and maintains executives' schedules.	15	2.27	33.3	7%	60%	33%
2. Implements measures to protect sensitive or confidential documents, such as using password-protected files or secure filing cabinets.	15	2.53	73.3	20%	7%	73%
3. Operates various telecommunications devices.	15	2.33	40.0	7%	53%	40%
4. Provides high-level administrative support and assistance.	15	2.47	53.3	7%	40%	53%
5. Plans, administers, and controls budgets for contracts, equipment, and supplies.	15	2.27	40.0	13%	47%	40%

Comments:

- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- Appreciate ___'s calm approach
- I can depend on her with whatever is needed.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.

Goals

Definition:

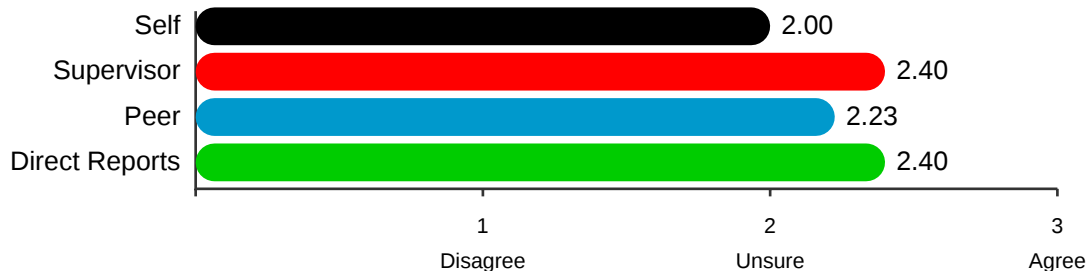
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress 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:

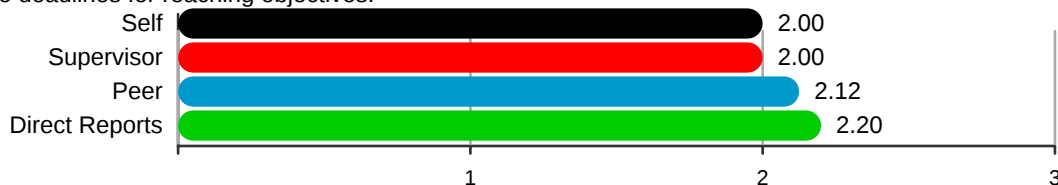
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. Sticks to deadlines for reaching objectives.



7. Sets goals to improve performance metrics and regularly tracks progress.



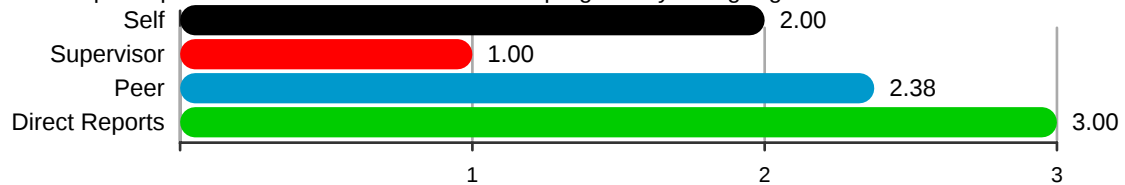
8. Is able to pursue multiple goals simultaneously.



9. Effectively manages the pursuit of multiple goals at the same time by skillfully balancing priorities, resources, and time.



10. Sets goals to improve performance metrics and measures progress by taking regular measurements over time.



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. Sticks to deadlines for reaching objectives.	15	2.13	33.3	20%	47%	33%
7. Sets goals to improve performance metrics and regularly tracks progress.	15	2.07	26.7	20%	53%	27%
8. Is able to pursue multiple goals simultaneously.	15	2.33	40.0	7%	53%	40%
9. Effectively manages the pursuit of multiple goals at the same time by skillfully balancing priorities, resources, and time.	15	2.40	53.3	13%	33%	53%
10. Sets goals to improve performance metrics and measures progress by taking regular measurements over time.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has been very helpful to me as a new manager this year.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.

Attitude

Definition:

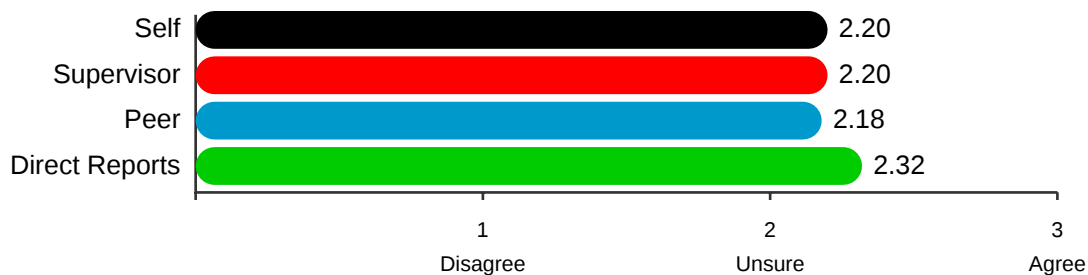
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

Why this is Important:

Attitude, as defined through those rich dimensions, plays a foundational role in shaping an organization's culture, employee engagement, and overall effectiveness. When individuals demonstrate respect, optimism, humility, resilience, and a genuine concern for others, it fosters psychological safety--allowing teams to collaborate with trust and creativity rather than fear or defensiveness. These traits not only drive performance and innovation, but they also signal a shared commitment to excellence, continuous learning, and collective success. Ultimately, the presence of strong attitudes across an organization elevates morale, strengthens relationships, and creates an environment where both people and results can flourish together.

Summary Scores:

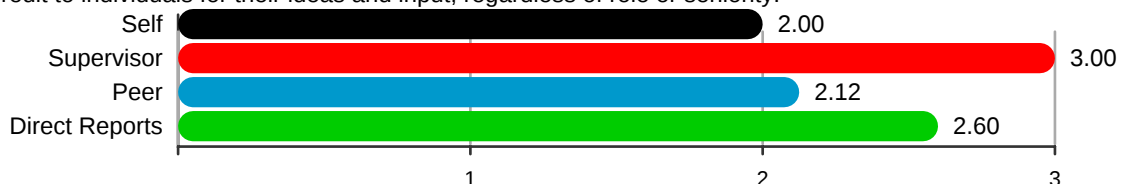
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

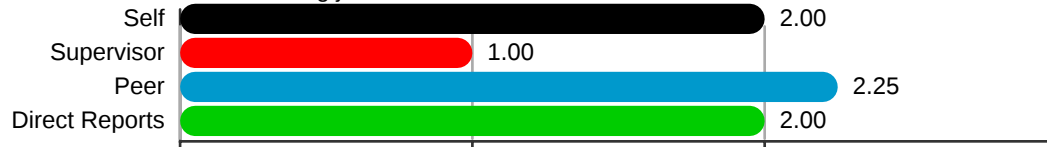
11. Gives credit to individuals for their ideas and input, regardless of role or seniority.



12. Treats all people fairly and with respect.



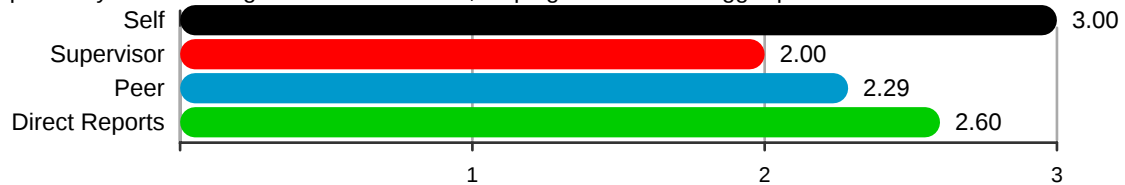
13. Seeks feedback from others, including junior staff.



14. Shows initiative in resolving challenges rather than waiting for others to intervene.



15. Speaks positively about the organizational direction, helping staff see the bigger picture.



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
11. Gives credit to individuals for their ideas and input, regardless of role or seniority.	15	2.33	40.0	7%	53%	40%
12. Treats all people fairly and with respect.	15	2.07	20.0	13%	67%	20%
13. Seeks feedback from others, including junior staff.	15	2.07	26.7	20%	53%	27%
14. Shows initiative in resolving challenges rather than waiting for others to intervene.	15	2.27	40.0	13%	47%	40%
15. Speaks positively about the organizational direction, helping staff see the bigger picture.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ analyzes all situations before making a decision.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- She is quick to remind others, when needed why we are really here.
- She provides essential data in order to help explain decisions.
- I think that ___ is making good strides in setting expectations through clear communication.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.

Change Management

Definition:

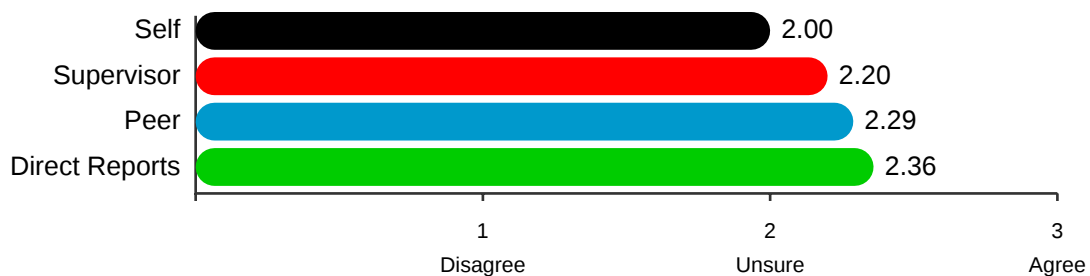
Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, and incentivizing adoption while addressing resistance and fostering agility in evolving environments.

Through monitoring, adapting strategies, and providing support and training, effective change management ensures seamless implementation, long-term success, and sustained organizational growth.

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. Understands that changes may be needed to advance the organization.



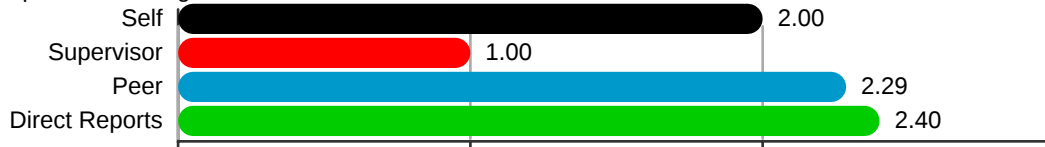
17. Facilitates others in the development and implementation of changes.



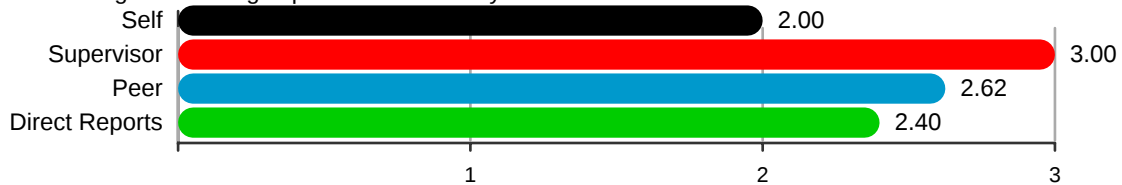
18. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.



19. Solicits input from management consultants.



20. Ensures that changes are being implemented correctly.



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. Understands that changes may be needed to advance the organization.	15	2.33	46.7	13%	40%	47%
17. Facilitates others in the development and implementation of changes.	15	2.33	40.0	7%	53%	40%
18. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	14	2.00	14.3	14%	71%	14%
19. Solicits input from management consultants.	14	2.21	42.9	21%	36%	43%
20. Ensures that changes are being implemented correctly.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ exceeds in above in all she does.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- Demonstrates an ability to remain focused on outcomes.

Technical

Definition:

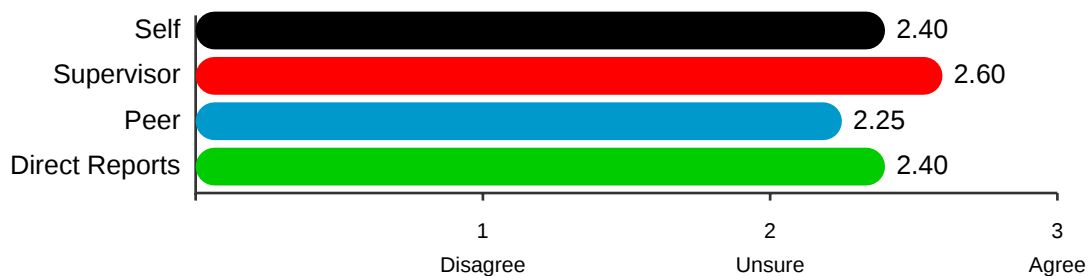
An expert in their field. Employee has the technical expertise to perform their job at a high level.

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



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



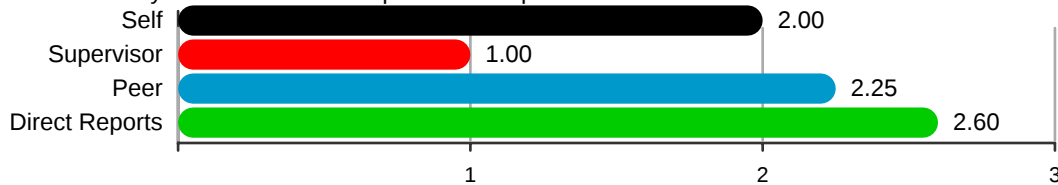
23. Seeks information from others as needed.



24. Knows how to produce high quality products/work.



25. Demonstrates mastery of the technical competencies required in his/her 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
21. Willingly shares information and expertise; sought out as resource by others	15	2.60	66.7	7%	27%	67%
22. Willingly shares his/her technical expertise; sought out as resource by others	15	2.33	40.0	7%	53%	40%
23. Seeks information from others as needed.	15	2.07	20.0	13%	67%	20%
24. Knows how to produce high quality products/work.	15	2.40	53.3	13%	33%	53%
25. Demonstrates mastery of the technical competencies required in his/her work.	15	2.27	53.3	27%	20%	53%

Comments:

- She is an excellent teammate, great attitude, effort, and energy.
- She translated the creative thinking into real change and solution that advanced our department.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- Overall I think she does a great job and she is very approachable.
- She is a great leader.
- ____ is a great leader and is committed to her role here at [CompanyName]!

Feedback

Definition:

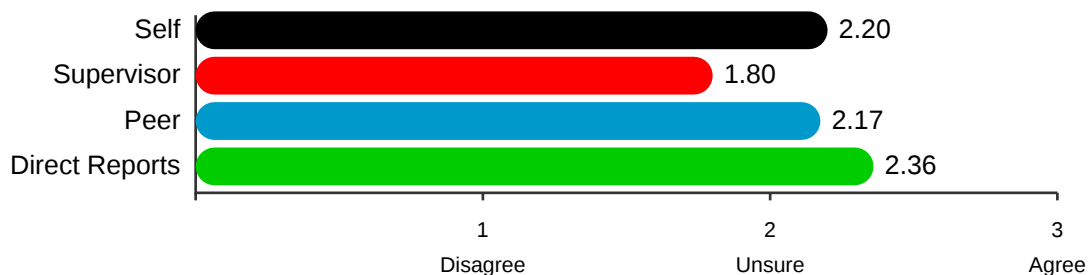
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

Why this is Important:

Feedback, as defined through its many dimensions (specific, constructive, timely, balanced, and performance-focused) is essential for organizations because it drives continuous improvement at every level. When feedback is delivered with fairness, clarity, and respect, it fosters accountability, strengthens relationships, and aligns individual efforts with organizational goals. Cultivating a culture where feedback is actively sought, openly received, and acted upon (supported by coaching, training, and diverse perspectives) creates an environment of trust, learning, and adaptability. In today's fast-paced and complex business landscape, organizations that manage feedback well are better equipped to evolve, retain talent, and achieve sustained excellence.

Summary Scores:

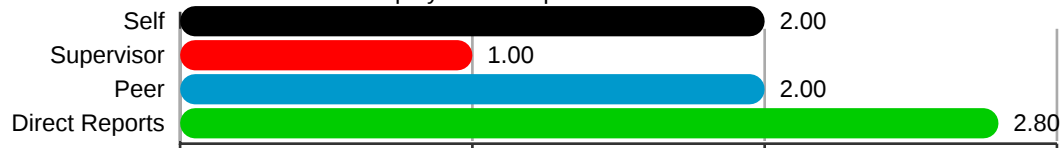
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Uses performance feedback as a tool for employee development.



27. Conducts seminars on effective communication, offering self-assessment resources, and deploying feedback frameworks.



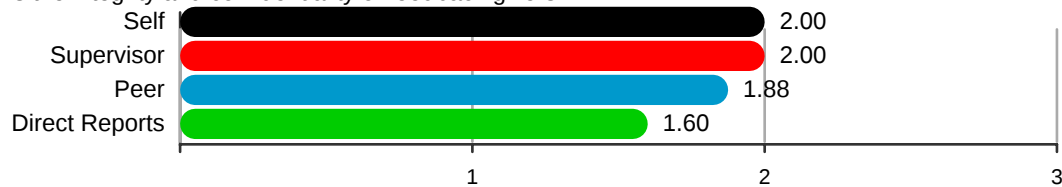
28. Conducts effective performance feedback conversations by focusing on helping the employee's career development.



29. Determines the appropriate timeline for implementing feedback results.



30. Maintains the integrity and confidentiality of feedback givers.



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
26. Uses performance feedback as a tool for employee development.	15	2.20	33.3	13%	53%	33%
27. Conducts seminars on effective communication, offering self-assessment resources, and deploying feedback frameworks.	15	2.00	26.7	27%	47%	27%
28. Conducts effective performance feedback conversations by focusing on helping the employee's career development.	15	2.47	53.3	7%	40%	53%
29. Determines the appropriate timeline for implementing feedback results.	15	2.60	60.0		40%	60%
30. Maintains the integrity and confidentiality of feedback givers.	15	1.80	13.3	33%	53%	13%

Comments:

- Before ___ came into the position it seemed that the department was a dump.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___ is a strong advocate for both the customer and staff.
- She is trustworthy, dependable, positive attitude, and team focused.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ does not shy away from making the tough calls and is respected by many members of our team.

Objectives

Definition:

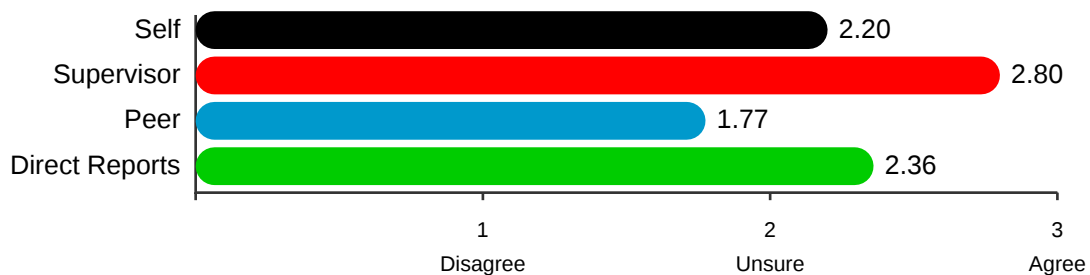
Establishes and completes objectives.

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.

31. Effectively organizes resources and plans



32. Works toward achieving established goals and objectives.



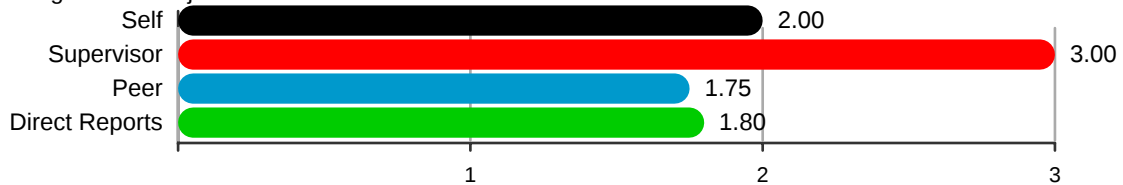
33. Sets long-term and short-term goals.



34. Encourages me to take on greater responsibility.



35. Establishes goals and objectives.



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. Effectively organizes resources and plans	15	2.13	33.3	20%	47%	33%
32. Works toward achieving established goals and objectives.	15	2.13	33.3	20%	47%	33%
33. Sets long-term and short-term goals.	15	2.07	33.3	27%	40%	33%
34. Encourages me to take on greater responsibility.	15	2.13	26.7	13%	60%	27%
35. Establishes goals and objectives.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is always working to include staff in a shared decision making processes.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- She has a calm demeanor and willingness to help with anything.

Continual Learning

Definition:

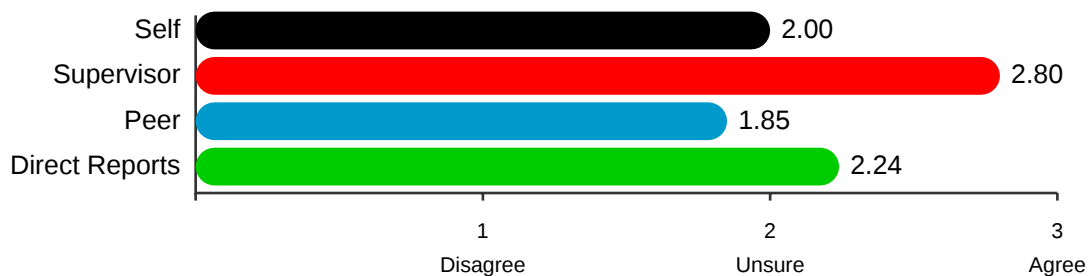
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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:

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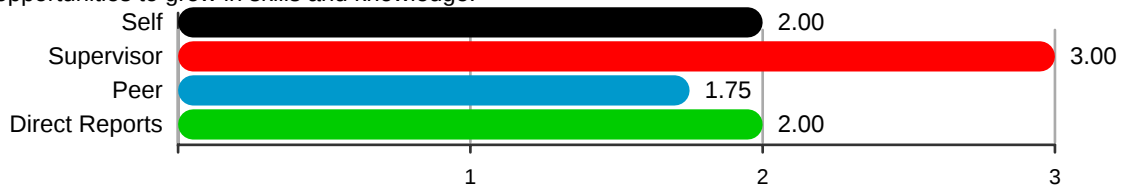
Scores on Each Item:

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

36. Sets relevant learning objectives and goals.



37. Seeks opportunities to grow in skills and knowledge.



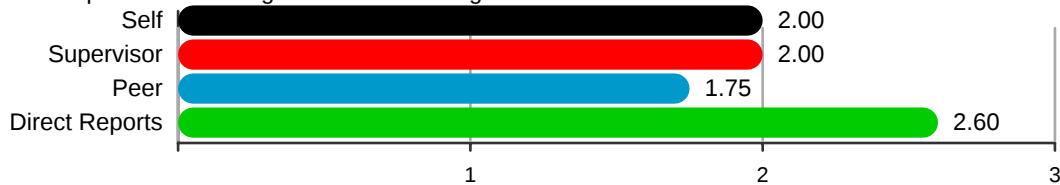
38. Pursues learning that will enhance job performance.



39. Builds on their strengths while addressing their weaknesses.



40. Pursues self-improvement through continual learning.



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. Sets relevant learning objectives and goals.	15	1.87	20.0	33%	47%	20%
37. Seeks opportunities to grow in skills and knowledge.	15	1.93	13.3	20%	67%	13%
38. Pursues learning that will enhance job performance.	15	2.07	33.3	27%	40%	33%
39. Builds on their strengths while addressing their weaknesses.	15	2.33	33.3		67%	33%
40. Pursues self-improvement through continual learning.	15	2.07	33.3	27%	40%	33%

Comments:

- Her communication is precise and at times short when some would prefer a greater detailed account.
- The department is lucky to have her.
- She has great sense of vision and purpose for the division and organization as a whole.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- She is very supportive of us and the job we do.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.

Co-worker Development

Definition:

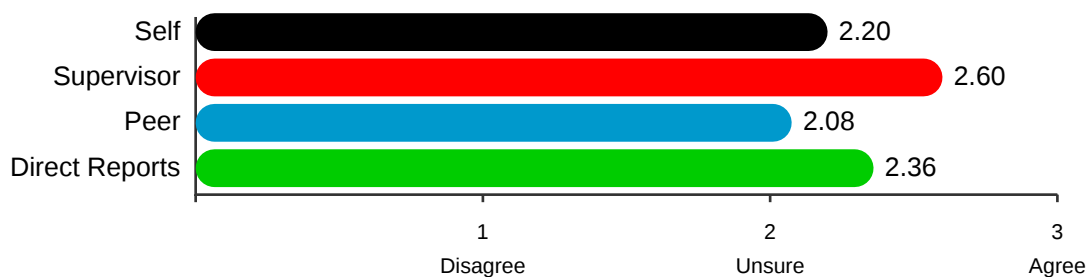
Invests in the professional development of others.

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.



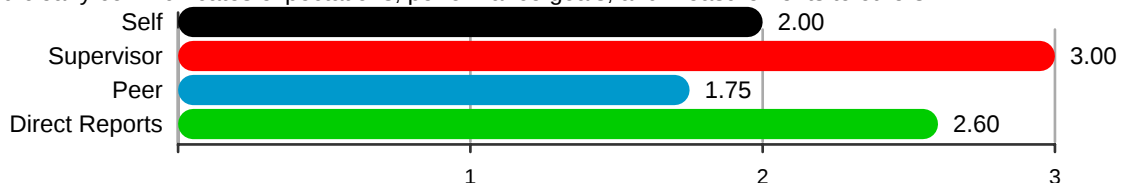
Scores on Each Item:

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

41. Provides ongoing feedback to co-workers on their development progress



42. Sets and clearly communicates expectations, performance goals, and measurements to others



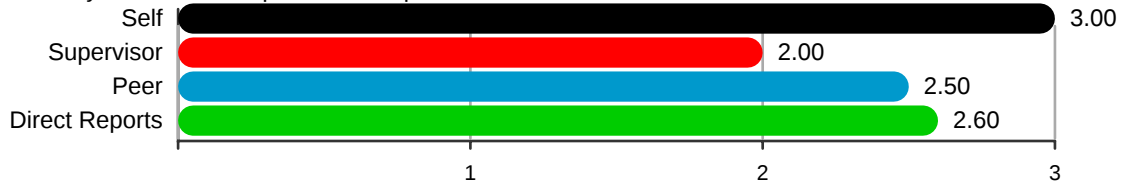
43. Gives others development opportunities through project assignments and increased job responsibilities



44. Takes immediate action on poor performance



45. Works to identify root causes of performance problems



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. Provides ongoing feedback to co-workers on their development progress	15	2.00	26.7	27%	47%	27%
42. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.13	33.3	20%	47%	33%
43. Gives others development opportunities through project assignments and increased job responsibilities	15	2.20	40.0	20%	40%	40%
44. Takes immediate action on poor performance	15	2.20	26.7	7%	67%	27%
45. Works to identify root causes of performance problems	15	2.53	60.0	7%	33%	60%

Comments:

- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
-

One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.

Negotiation

Definition:

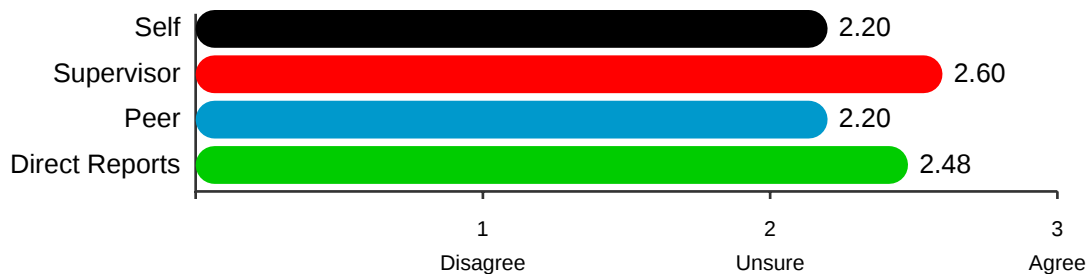
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions 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.

46. Keeps emotions in check to avoid negative outbursts.



47. Demonstrates emotional stability to facilitate productive problem-solving and relationship building.



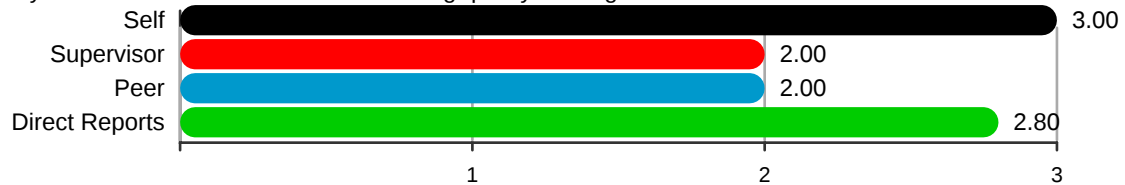
48. Effectively sets the tone and agenda, creates rapport, and builds momentum at the start of negotiations.



49. Prepares thoroughly by analyzing and understanding each party's interests, alternatives, and options.



50. Able to say "no" when it is essential to maintaining quality and high standards.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. Keeps emotions in check to avoid negative outbursts.	15	2.27	26.7		73%	27%
47. Demonstrates emotional stability to facilitate productive problem-solving and relationship building.	15	2.13	26.7	13%	60%	27%
48. Effectively sets the tone and agenda, creates rapport, and builds momentum at the start of negotiations.	15	2.40	40.0		60%	40%
49. Prepares thoroughly by analyzing and understanding each party's interests, alternatives, and options.	15	2.47	46.7		53%	47%
50. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.33	46.7	13%	40%	47%

Comments:

- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- Her years of experience and wisdom are generously shared and appreciated.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- Uses visual aids to communicate progress to your team.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- She is very supportive and easily approachable.