



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

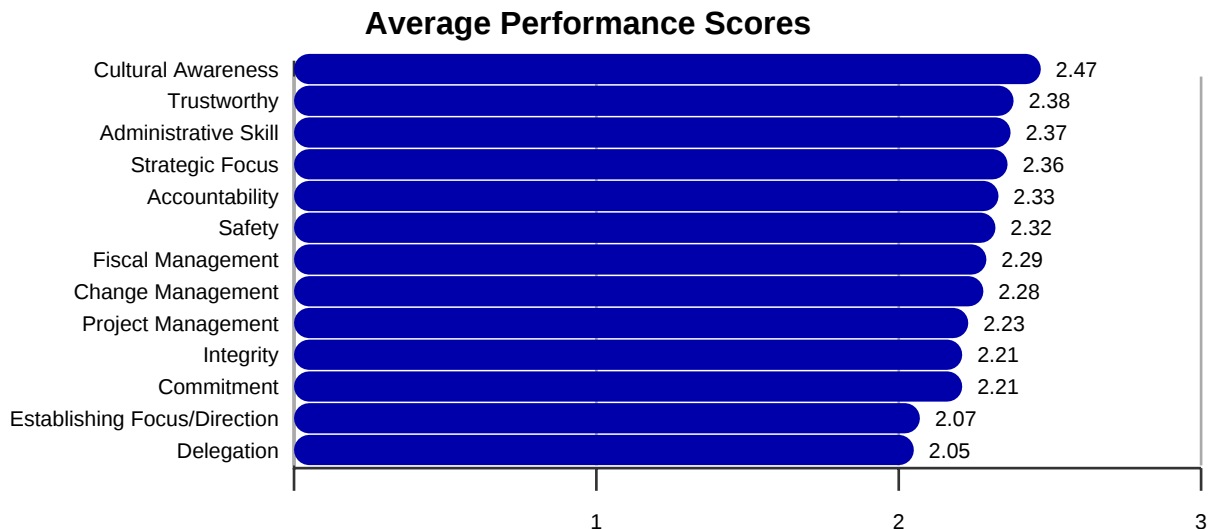
What to Do with Your Feedback

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 13 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.



Needs Development

Meets Standards

Definite Strength

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
Cultural Awareness	Self 2.00 Other 2.50		0.50
Fiscal Management	Self 2.00 Other 2.31		0.31
Change Management	Self 2.00 Other 2.30		0.30
Trustworthy	Self 2.20 Other 2.40		0.20
Administrative Skill	Self 2.20 Other 2.39		0.19
Strategic Focus	Self 2.20 Other 2.37		0.17
Safety	Self 2.20 Other 2.33		0.13
Delegation	Self 2.00 Other 2.06		0.06
Project Management	Self 2.20 Other 2.23		0.03
Integrity	Self 2.20 Other 2.21		0.01
Commitment	Self 2.20 Other 2.21		0.01
Accountability	Self 2.40 Other 2.33		0.07

Establishing
Focus/Direction



Needs Development

Meets Standards

Definite Strength

0.14

Administrative Skill

Definition:

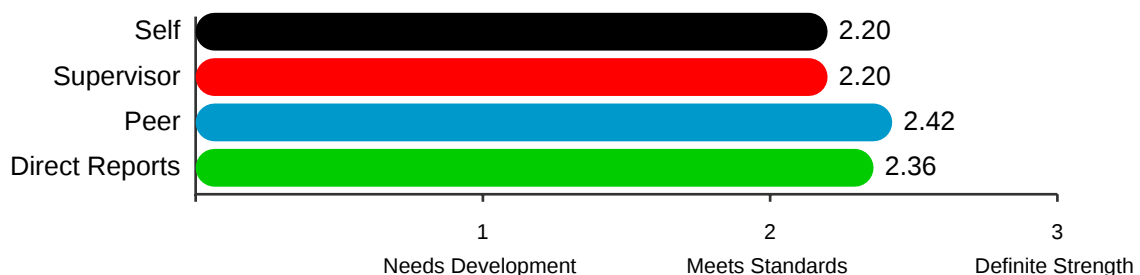
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster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

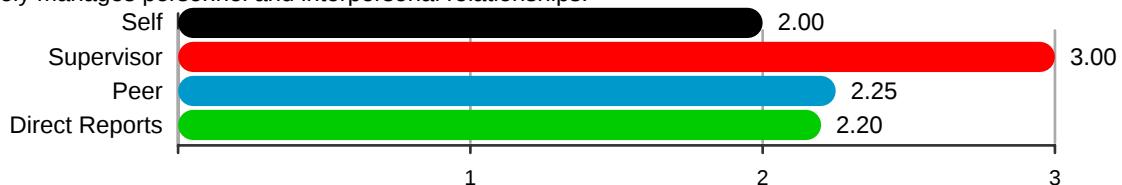
The summary scores shown here are an average of each of the items in this competency.



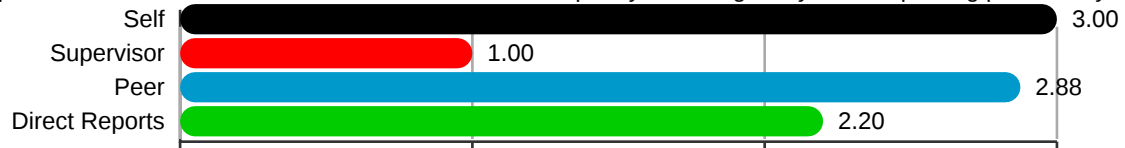
Scores on Each Item:

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

1. Effectively manages personnel and interpersonal relationships.



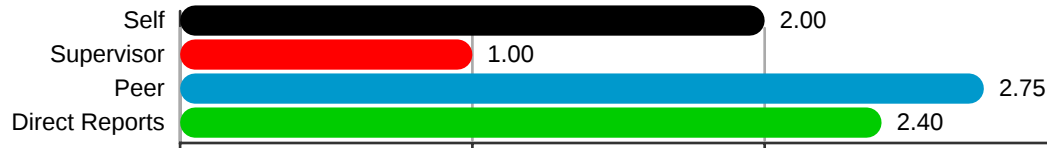
2. Develops efficient methods to locate and access documents quickly, reducing delays and improving productivity.



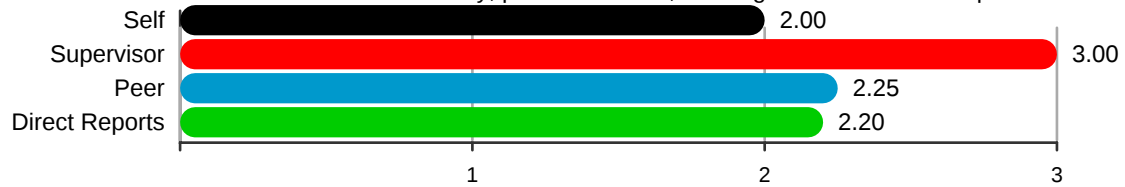
3. Operates various telecommunications devices.



4. Attention to detail.



5. Proofreads and revises documents to enhance clarity, professionalism, and alignment with client expectations.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are 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
1. Effectively manages personnel and interpersonal relationships.	15	2.27	33.3	7%	60%	33%
2. Develops efficient methods to locate and access documents quickly, reducing delays and improving productivity.	15	2.53	73.3	20%	7%	73%
3. Operates various telecommunications devices.	15	2.33	40.0	7%	53%	40%
4. Attention to detail.	15	2.47	53.3	7%	40%	53%
5. Proofreads and revises documents to enhance clarity, professionalism, and alignment with client expectations.	15	2.27	40.0	13%	47%	40%

Comments:

- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- ___ has also attended many off-site events to show her support to department staff.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She consistently helps us in problem solving a variety of issues.

Change Management

Definition:

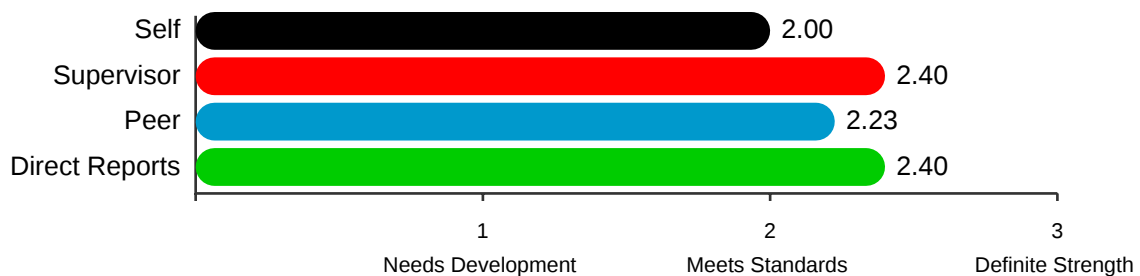
Change management is the structured approach to transitioning individuals, teams, and organizations from current practices to new processes by creating awareness, communicating vision, and establishing clear goals for change. It requires proactive planning, stakeholder involvement, coalition-building, 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.



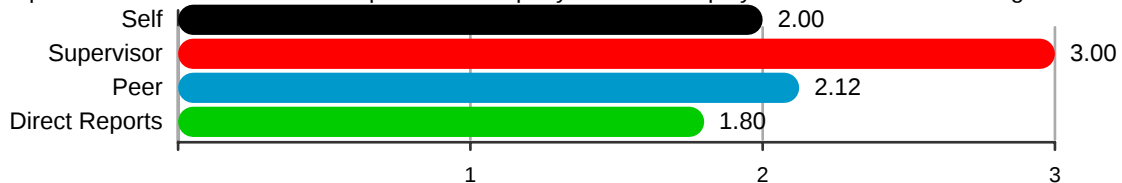
Scores on Each Item:

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

6. Uses customer feedback to determine the changes needed to maintain profitability.



7. Shares important information about the department/company to inform employees of the need for changes.



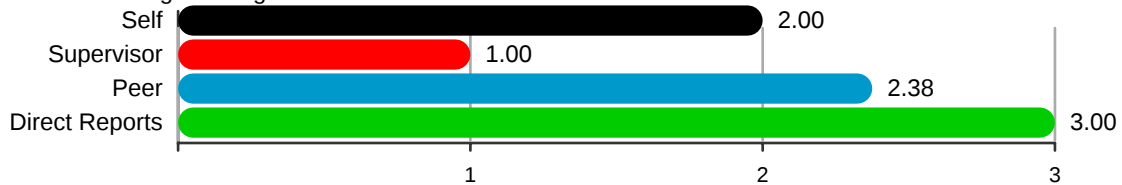
8. Effectively manages change in a dynamic business environment.



9. Leads a cross-functional team with employees from different departments to implement changes.



10. Supports various change management activities.



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. Uses customer feedback to determine the changes needed to maintain profitability.	15	2.13	33.3	20%	47%	33%
7. Shares important information about the department/company to inform employees of the need for changes.	15	2.07	26.7	20%	53%	27%
8. Effectively manages change in a dynamic business environment.	15	2.33	40.0	7%	53%	40%
9. Leads a cross-functional team with employees from different departments to implement changes.	15	2.40	53.3	13%	33%	53%
10. Supports various change management activities.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is so attentive to the needs of our department and to the needs of individuals.
- She challenges me every day to be my best and I appreciate that.
- Need to take in all opinions, not just those of employees who are not always truthful....
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- She is a natural and perfect fit for the CFO position.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.

Project Management

Definition:

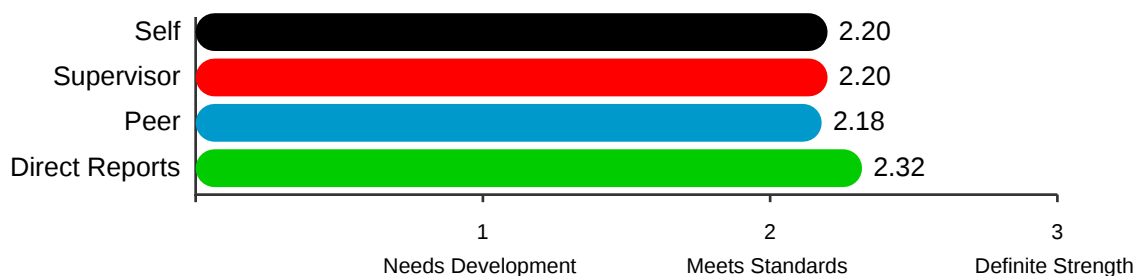
Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

Why this is Important:

Project Management (PM) is crucial for businesses because it provides a structured framework that helps ensure projects are completed on time, within budget, and to the desired quality standards. PM is the backbone of successful project execution, enabling businesses to navigate complex tasks and achieve their goals effectively. It's not just about keeping projects on track; it's about making the most effective use of available resources to maximize outcomes.

Summary Scores:

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



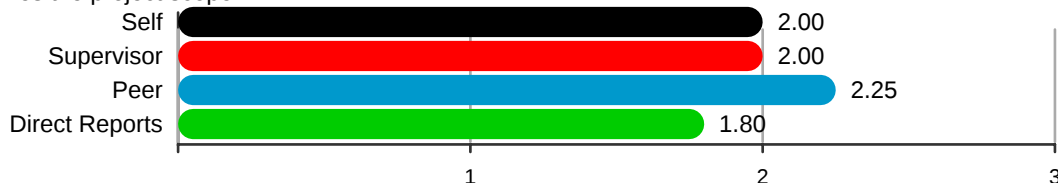
Scores on Each Item:

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

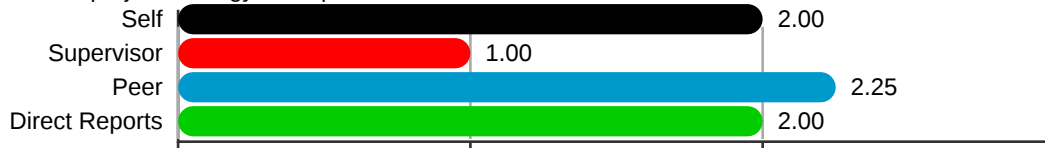
11. Works with both internal and external individuals to facilitate the project.



12. Determines the project scope.



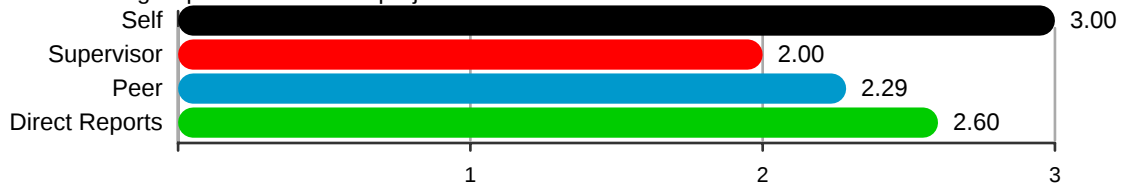
13. Determines the project strategy for implementation.



14. Defines project outcomes based on customer requirements.



15. Estimates the staffing requirements for the project.



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	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
11. Works with both internal and external individuals to facilitate the project.	15	2.33	40.0	7%	53%	40%
12. Determines the project scope.	15	2.07	20.0	13%	67%	20%
13. Determines the project strategy for implementation.	15	2.07	26.7	20%	53%	27%
14. Defines project outcomes based on customer requirements.	15	2.27	40.0	13%	47%	40%
15. Estimates the staffing requirements for the project.	14	2.43	50.0	7%	43%	50%

Comments:

- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- She is, quite simply, the best boss I've ever had.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- I think she is doing really good work and I found that to be one area I could list that might help.

Fiscal Management

Definition:

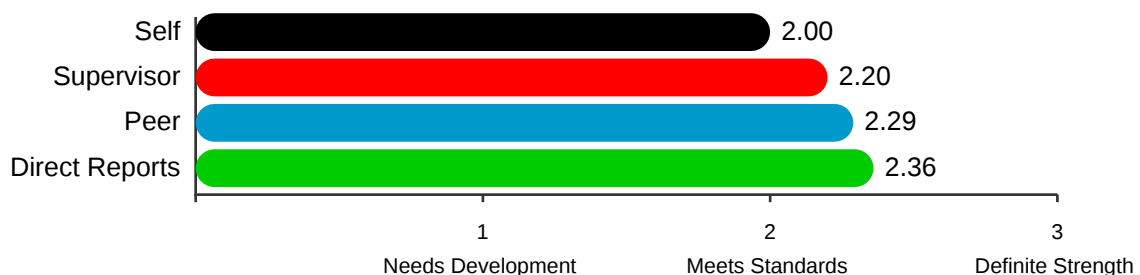
Maintains appropriate financial controls and budgets.

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:

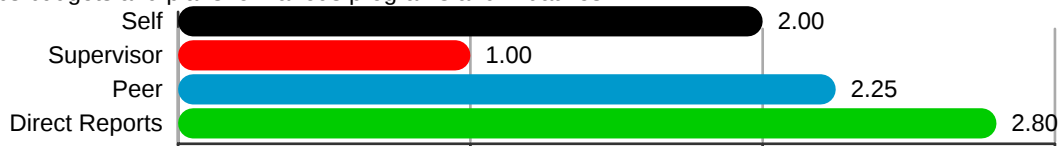
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Develops budgets and plans for various programs and initiatives.



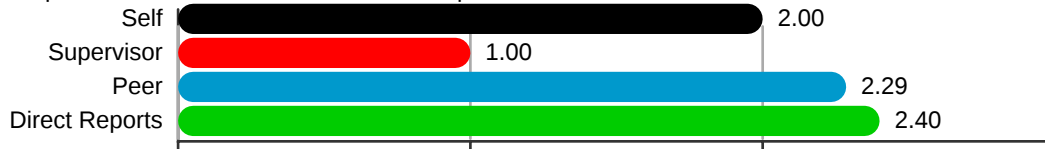
17. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



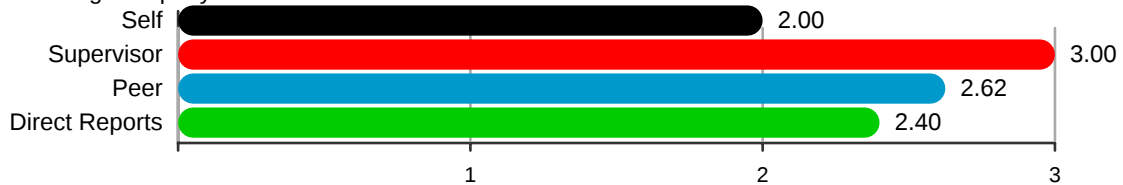
18. Provides budgeting and accounting support to the Company.



19. Monitors expenses and verifies the need for items purchased.



20. Effective in using Company's resources.



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
16. Develops budgets and plans for various programs and initiatives.	15	2.33	46.7	13%	40%	47%
17. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.33	40.0	7%	53%	40%
18. Provides budgeting and accounting support to the Company.	14	2.00	14.3	14%	71%	14%
19. Monitors expenses and verifies the need for items purchased.	14	2.21	42.9	21%	36%	43%
20. Effective in using Company's resources.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- Her professionalism is beyond reproach and she is fair and just.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.

- ____ is very reliable and collaborates well on projects.

Accountability

Definition:

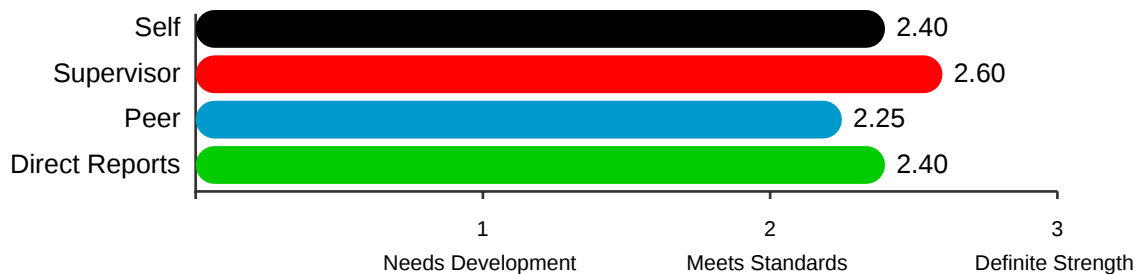
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

Why this is Important:

Accountability is a driving force to achieve performance goals. When people know that their actions are being observed and evaluated, they are more likely to put forth their best effort. Holding employees accountable ensures that their objectives are aligned with the overall business objectives. This is because clear expectations provide a roadmap for success, and the potential consequences serve as a motivator to achieve the set goals.

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. Takes responsibility for errors and actively works to correct them.



22. Can be counted on to do what they say they are going to do.



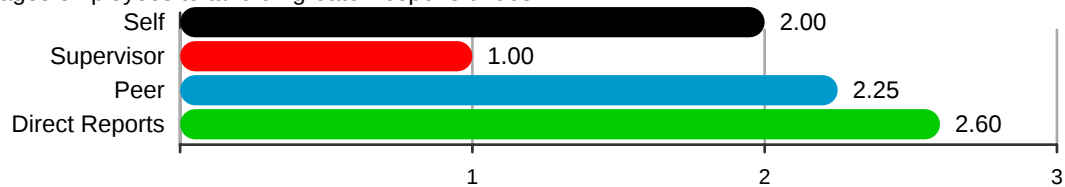
23. Defines roles, rights, and responsibilities of the team.



24. Chooses integrity over convenience.



25. Encourages employees to take on greater responsibilities.



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		
21. Takes responsibility for errors and actively works to correct them.	15	2.60	66.7	7%	27%			67%				
22. Can be counted on to do what they say they are going to do.	15	2.33	40.0	7%	53%			40%				
23. Defines roles, rights, and responsibilities of the team.	15	2.07	20.0	13%	67%			20%				
24. Chooses integrity over convenience.	15	2.40	53.3	13%	33%			53%				
25. Encourages employees to take on greater responsibilities.	15	2.27	53.3	27%	20%			53%				

Comments:

- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- Having a routine for schedule and coming to office more frequently
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- I envy her versatility in working with a wide variety of issues and topics.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- 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.

Integrity

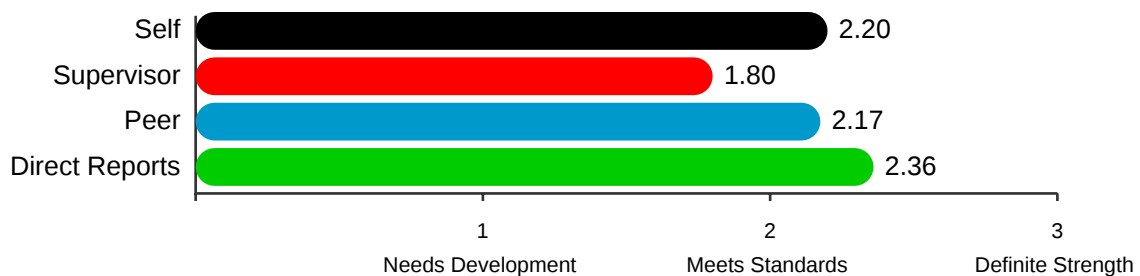
Definition:

Why this is Important:

Integrity in business is crucial because it builds trust among clients, partners, and employees, fostering a positive reputation and long-term relationships. Companies that uphold integrity are more likely to attract and retain talent, as employees prefer to work in environments that value honesty and fairness. Additionally, ethical business practices lead to better decision-making and reduced risk of legal issues, ultimately enhancing overall performance. Lastly, integrity promotes a culture of accountability and transparency, which helps in maintaining a loyal customer base and sustaining business success.

Summary Scores:

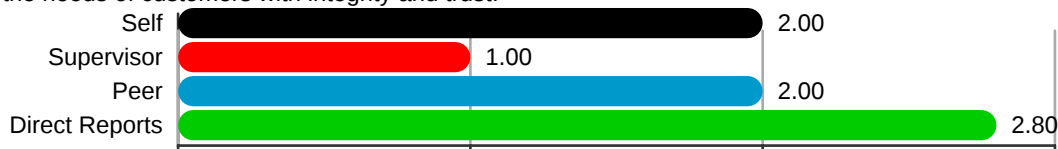
The summary scores shown here are an average of each of the items in this competency.



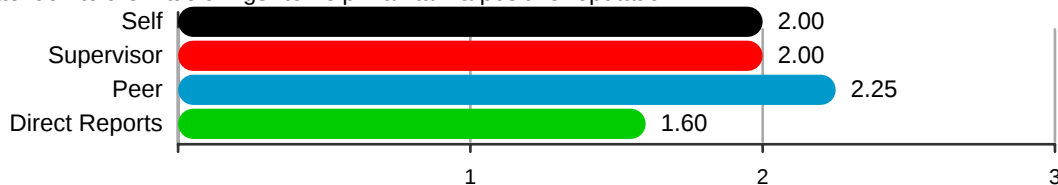
Scores on Each Item:

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

26. Serves the needs of customers with integrity and trust.



27. Pays attention to the "little things" to help maintain a positive reputation.



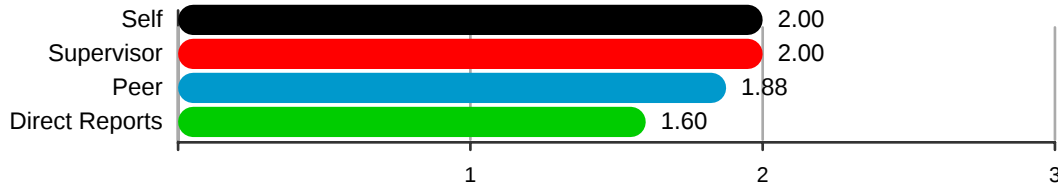
28. Displays a high standard of ethics and integrity.



29. Conducts performance evaluations based on standard and objective measures to maintain the integrity of the evaluation system.



30. Able to maintain confidential information.



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
26. Serves the needs of customers with integrity and trust.	15	2.20	33.3	13%	53%	33%
27. Pays attention to the "little things" to help maintain a positive reputation.	15	2.00	26.7	27%	47%	27%
28. Displays a high standard of ethics and integrity.	15	2.47	53.3	7%	40%	53%
29. Conducts performance evaluations based on standard and objective measures to maintain the integrity of the evaluation system.	15	2.60	60.0		40%	60%
30. Able to maintain confidential information.	15	1.80	13.3	33%	53%	13%

Comments:

- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- She has really filled the role of interim manager for the department well.
- 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.
- Delegates often with little to no direction.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.

Establishing Focus/Direction

Definition:

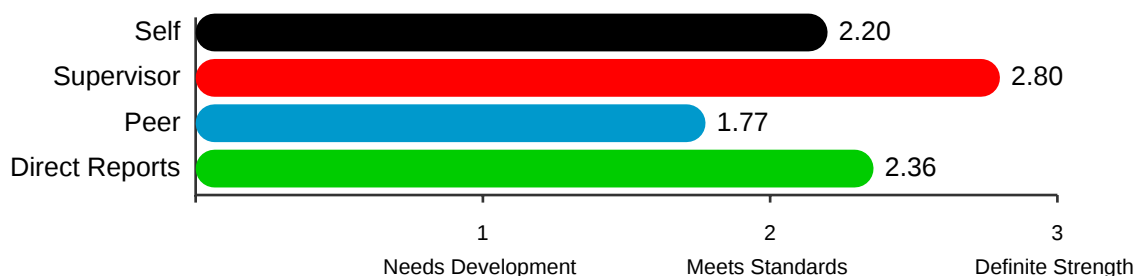
Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing conditions.

Why this is Important:

Establishing Focus/Direction is essential for organizations because it creates clarity, alignment, and momentum across teams. When managers set clear goals, maintain situational awareness, and translate strategy into structured plans, employees understand not only what to do—but why it matters. This competency ensures that resources are used wisely, priorities are managed effectively, and teams stay adaptable and resilient in the face of change. Ultimately, it drives consistent execution, fosters accountability, and helps organizations achieve meaningful results with purpose and precision.

Summary Scores:

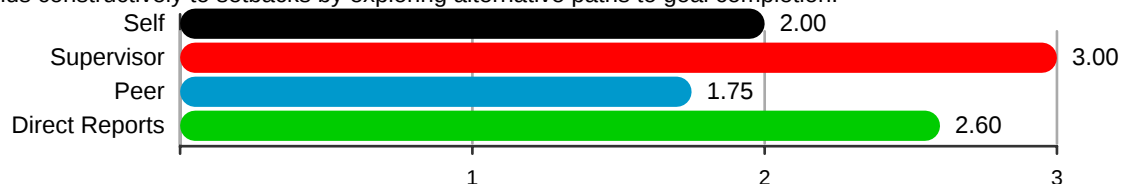
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

31. Responds constructively to setbacks by exploring alternative paths to goal completion.



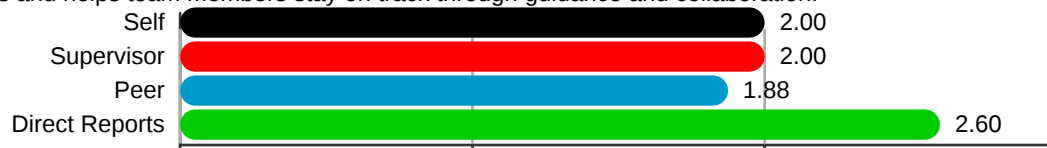
32. Defines clear deliverables, timelines, and quality thresholds for each role or project.



33. Keeps the team up-to-date with the latest information.



34. Mentors and helps team members stay on track through guidance and collaboration.



35. Regularly reviews standards of performance to ensure they remain relevant and aligned with strategic goals.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are 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
31. Responds constructively to setbacks by exploring alternative paths to goal completion.	15	2.13	33.3	20%	47%	33%
32. Defines clear deliverables, timelines, and quality thresholds for each role or project.	15	2.13	33.3	20%	47%	33%
33. Keeps the team up-do-date with the latest information.	15	2.07	33.3	27%	40%	33%
34. Mentors and helps team members stay on track through guidance and collaboration.	15	2.13	26.7	13%	60%	27%
35. Regularly reviews standards of performance to ensure they remain relevant and aligned with strategic goals.	15	1.87	20.0	33%	47%	20%

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.
- Need to take in all opinions, not just those of employees who are not always truthful....
- I love working with her and hope to continue having her as my supervisor!
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- She is always looking to and listening to the staff for their and needs.

Delegation

Definition:

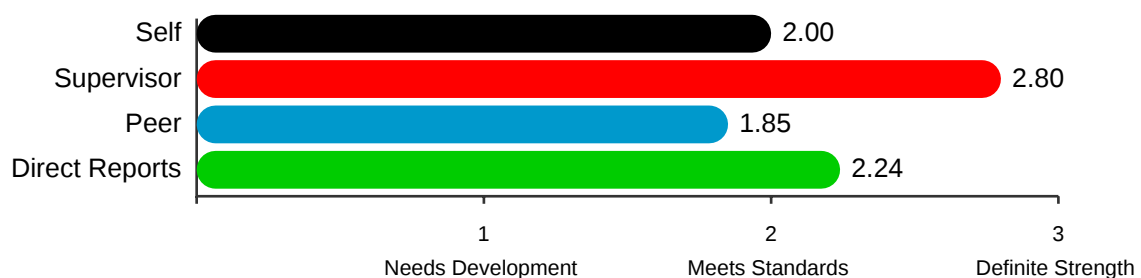
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

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. Matches employees' competencies with projects that maximize their potential.



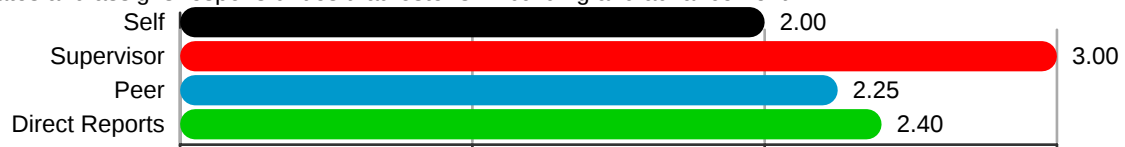
37. Assigns tasks to help build the skill sets of subordinates.



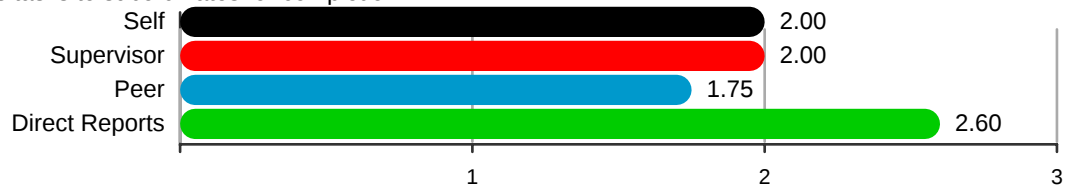
38. Does not intervene in delegated tasks unless performance, risk, or alignment issues arise.



39. Anticipates and assigns responsibilities that foster skill-building and advancement.



40. Assigns tasks to subordinates for completion.



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
36. Matches employees' competencies with projects that maximize their potential.	15	1.87	20.0	33%	47%	20%
37. Assigns tasks to help build the skill sets of subordinates.	15	1.93	13.3	20%	67%	13%
38. Does not intervene in delegated tasks unless performance, risk, or alignment issues arise.	15	2.07	33.3	27%	40%	33%
39. Anticipates and assigns responsibilities that foster skill-building and advancement.	15	2.33	33.3		67%	33%
40. Assigns tasks to subordinates for completion.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- She does not settle- but will continue a search until the right fit is found.
- ___ does a great job in supporting and engaging all of her employees.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- Stay focused more on the agenda for meetings.

Commitment

Definition:

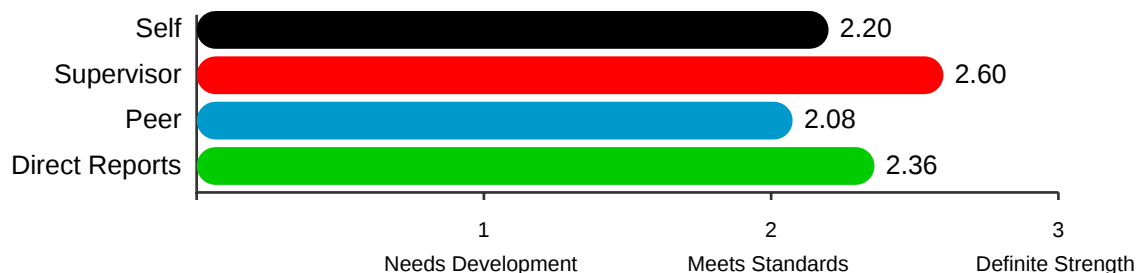
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

Why this is Important:

Commitment is vital for businesses because it ensures employees remain dedicated and focused, driving consistent performance even when challenges arise. When individuals align their values and goals with organizational priorities, they create ownership and accountability that directly contribute to long-term success. Commitment also fosters a culture of engagement, shared values, and employee development, which strengthens capabilities and inspires collective achievement. Ultimately, strong commitment across all levels of the hierarchy builds resilience, urgency, and loyalty that sustain growth and competitive advantage.

Summary Scores:

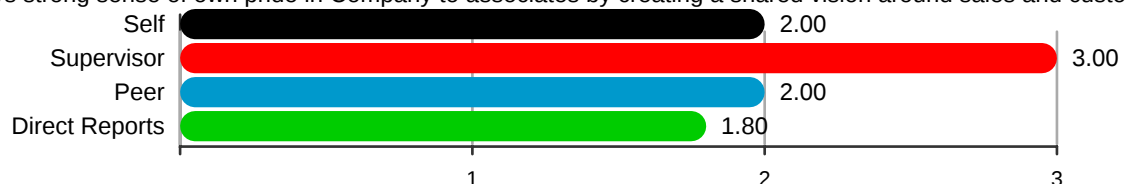
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



42. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.



43. Promotes commitment and collaboration across teams, showing that achieving goals is a collective responsibility.



44. Fosters alignment around organizational values to enhance collective performance.



45. Empowers employees to take ownership, inspiring them to commit their efforts to the project.



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. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.00	26.7	27%	47%	27%
42. Elevates customer experiences by cultivating employee expertise and loyalty to organizational goals.	15	2.13	33.3	20%	47%	33%
43. Promotes commitment and collaboration across teams, showing that achieving goals is a collective responsibility.	15	2.20	40.0	20%	40%	40%
44. Fosters alignment around organizational values to enhance collective performance.	15	2.20	26.7	7%	67%	27%
45. Empowers employees to take ownership, inspiring them to commit their efforts to the project.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- ___ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- I have not seen a lot of shared decision making. What I have seen is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.

Safety

Definition:

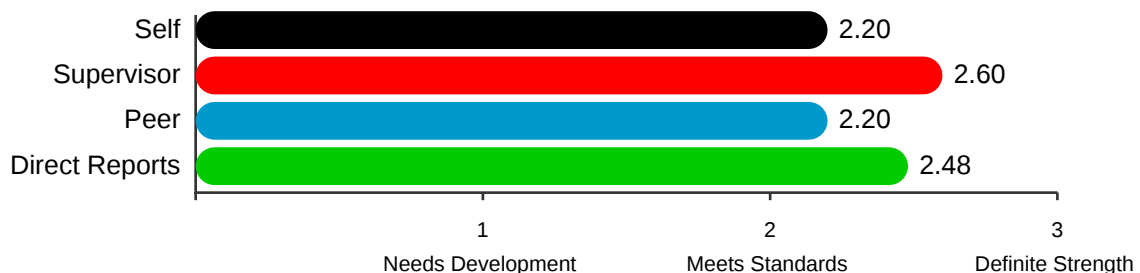
Works in a safe manner and promotes safe working conditions.

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.



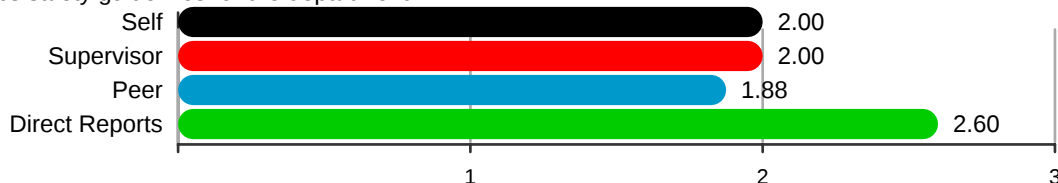
Scores on Each Item:

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

46. Mitigates hazards and safety issues that arise.



47. Develops safety guidelines for the department.



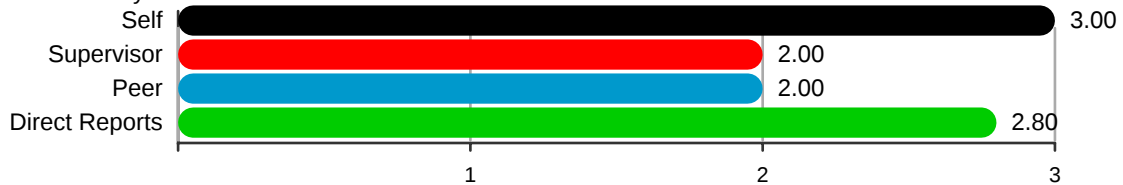
48. Participates in safety training as applicable.



49. Develops a strong safety culture.



50. Performs work safely.



Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1 1	2 2	3 3
46. Mitigates hazards and safety issues that arise.	15	2.27	26.7		73%	27%
47. Develops safety guidelines for the department.	15	2.13	26.7	13%	60%	27%
48. Participates in safety training as applicable.	15	2.40	40.0		60%	40%
49. Develops a strong safety culture.	15	2.47	46.7		53%	47%
50. Performs work safely.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She does not ask for anything from her team that she is not willing to do, or has done herself.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- She leads by example.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

Trustworthy

Definition:

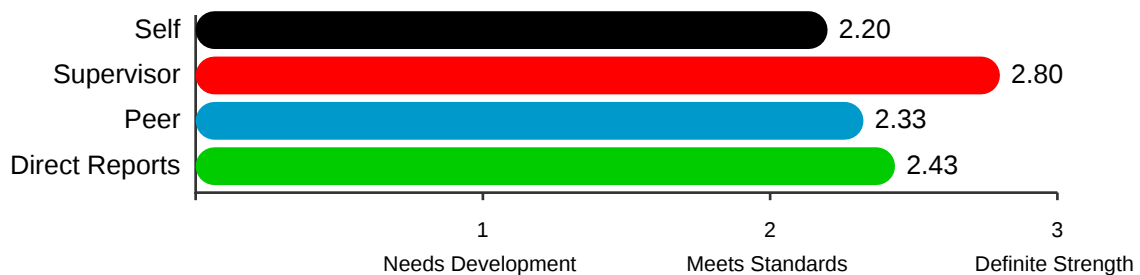
Is trusted by others. Builds and maintains trust with others. Is open and honest.

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.

51. Takes care to maintain confidential information.



52. Takes ownership, delivers on commitments



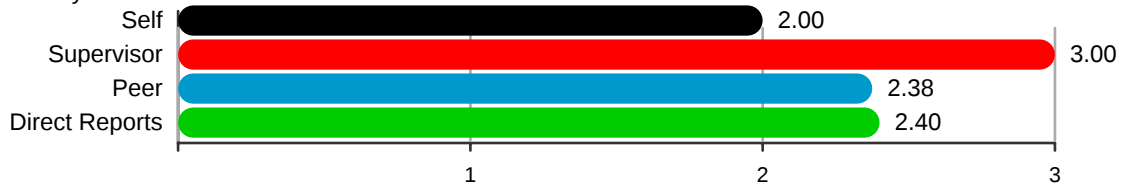
53. Consistently keeps commitments.



54. Demonstrates a sense of responsibility and commitment to public trust.



55. Works in a way that makes others want to work with her/him.



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	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
51. Takes care to maintain confidential information.	14	2.21	28.6	7%	64%	29%
52. Takes ownership, delivers on commitments	14	2.29	42.9	14%	43%	43%
53. Consistently keeps commitments.	15	2.53	53.3		47%	53%
54. Demonstrates a sense of responsibility and commitment to public trust.	15	2.47	46.7		53%	47%
55. Works in a way that makes others want to work with her/him.	15	2.40	40.0		60%	40%

Comments:

- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- She involves our team and holds us accountable out of respect.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Strategic Focus

Definition:

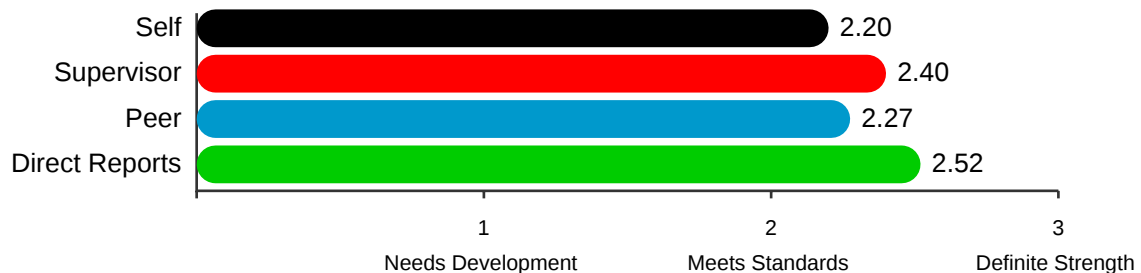
Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable growth.

Why this is Important:

Strategic focus is crucial for organizations because it helps them navigate complex challenges, optimize resources, and align business initiatives with long-term objectives. By continuously monitoring risks and opportunities, refining corporate strategies, and mobilizing leadership-driven change, companies can remain competitive and adaptable in evolving markets. A strong strategic focus ensures teams work cohesively toward shared goals, fostering sustainable growth, operational efficiency, and informed decision-making.

Summary Scores:

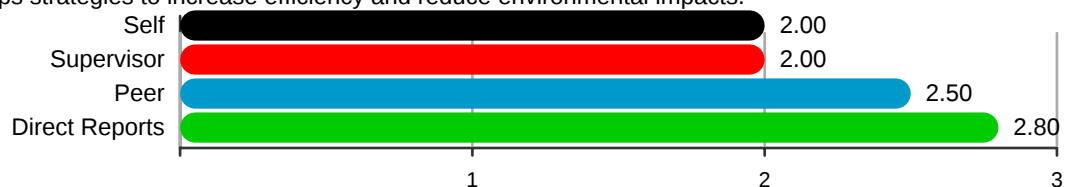
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

56. Develops strategies to increase efficiency and reduce environmental impacts.



57. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.



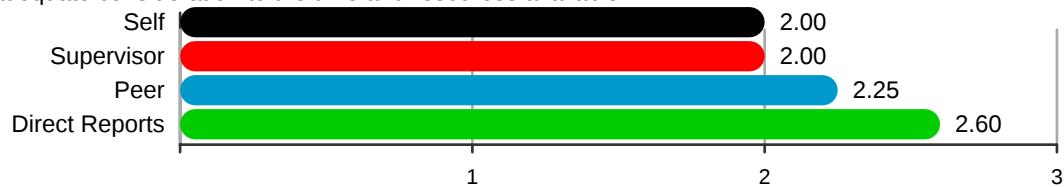
58. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.



59. Looks for opportunities to enhance contributions to the bottom line.



60. Gives adequate consideration to the time and resources available.



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
56. Develops strategies to increase efficiency and reduce environmental impacts.	15	2.53	53.3	47%	53%	
57. Able to identify internal strengths and weaknesses and the opportunities and threats that impact the company.	15	2.33	33.3	67%	33%	
58. Evaluates and reviews the implementation of the strategic plan to ensure achievement of the objectives.	15	2.33	33.3	67%	33%	
59. Looks for opportunities to enhance contributions to the bottom line.	15	2.27	26.7	73%	27%	
60. Gives adequate consideration to the time and resources available.	15	2.33	33.3	67%	33%	

Comments:

- I appreciate her perspective and guidance on a variety of things.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- she understands where our opportunities for savings in the employee benefits plan may be.

Cultural Awareness

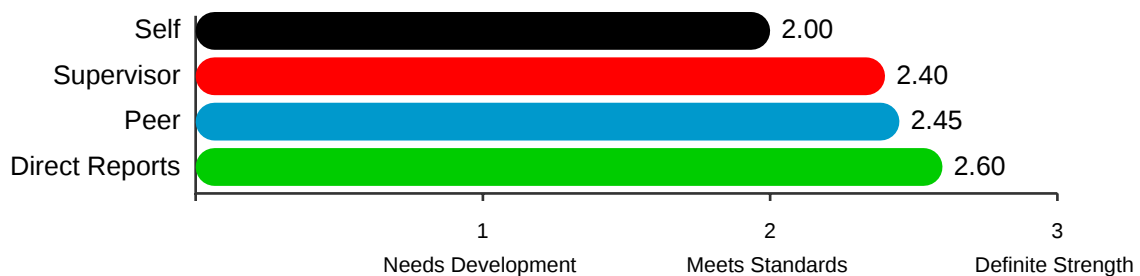
Definition:

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

Why this is Important:

Summary Scores:

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



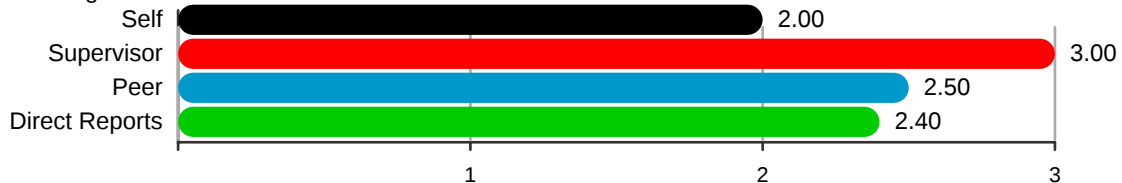
Scores on Each Item:

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

61. Is aware of the similarities and differences among and between cultural groups.



62. Open to learning about different cultures.



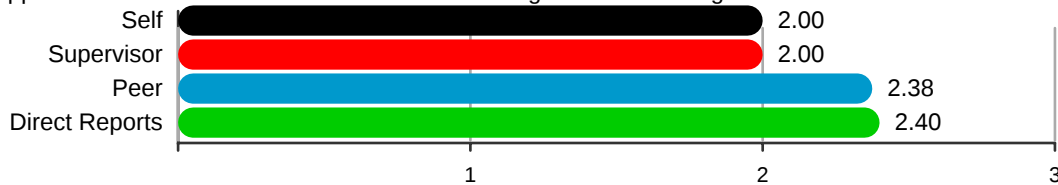
63. Builds trust by acknowledging and valuing each employee's cultural identity.



64. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences



65. Seeks opportunities to learn about the other cultural backgrounds of colleagues.



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
61. Is aware of the similarities and differences among and between cultural groups.	15	2.47	46.7	53%		47%
62. Open to learning about different cultures.	15	2.47	46.7	53%		47%
63. Builds trust by acknowledging and valuing each employee's cultural identity.	15	2.47	46.7	53%		47%
64. Demonstrates fairness and impartiality when resolving conflicts involving cultural differences	15	2.60	60.0	40%	60%	
65. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	15	2.33	40.0	7%	53%	40%

Comments:

- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- She make sure the team effort not only succeed on paper.
- Her 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.