



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.

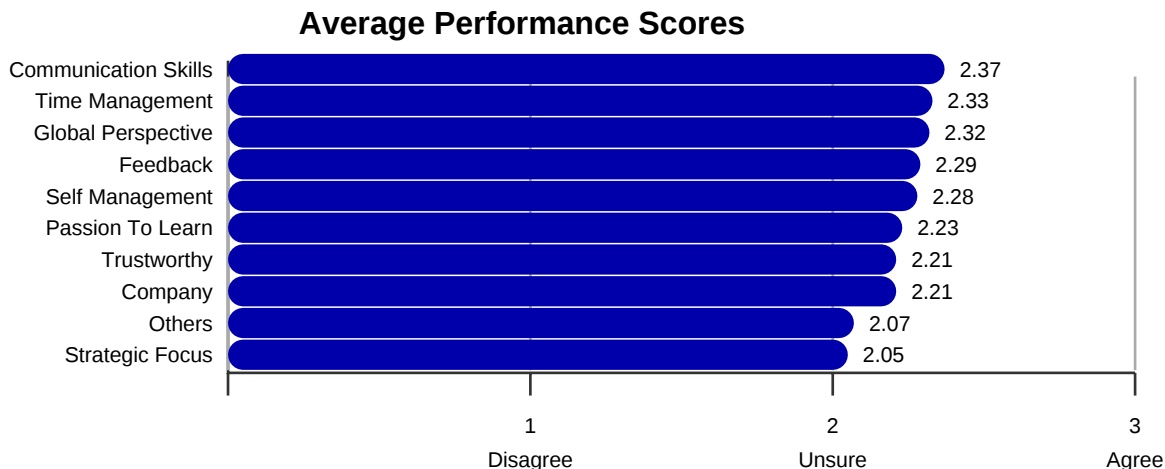
What to Do with Your Feedback

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

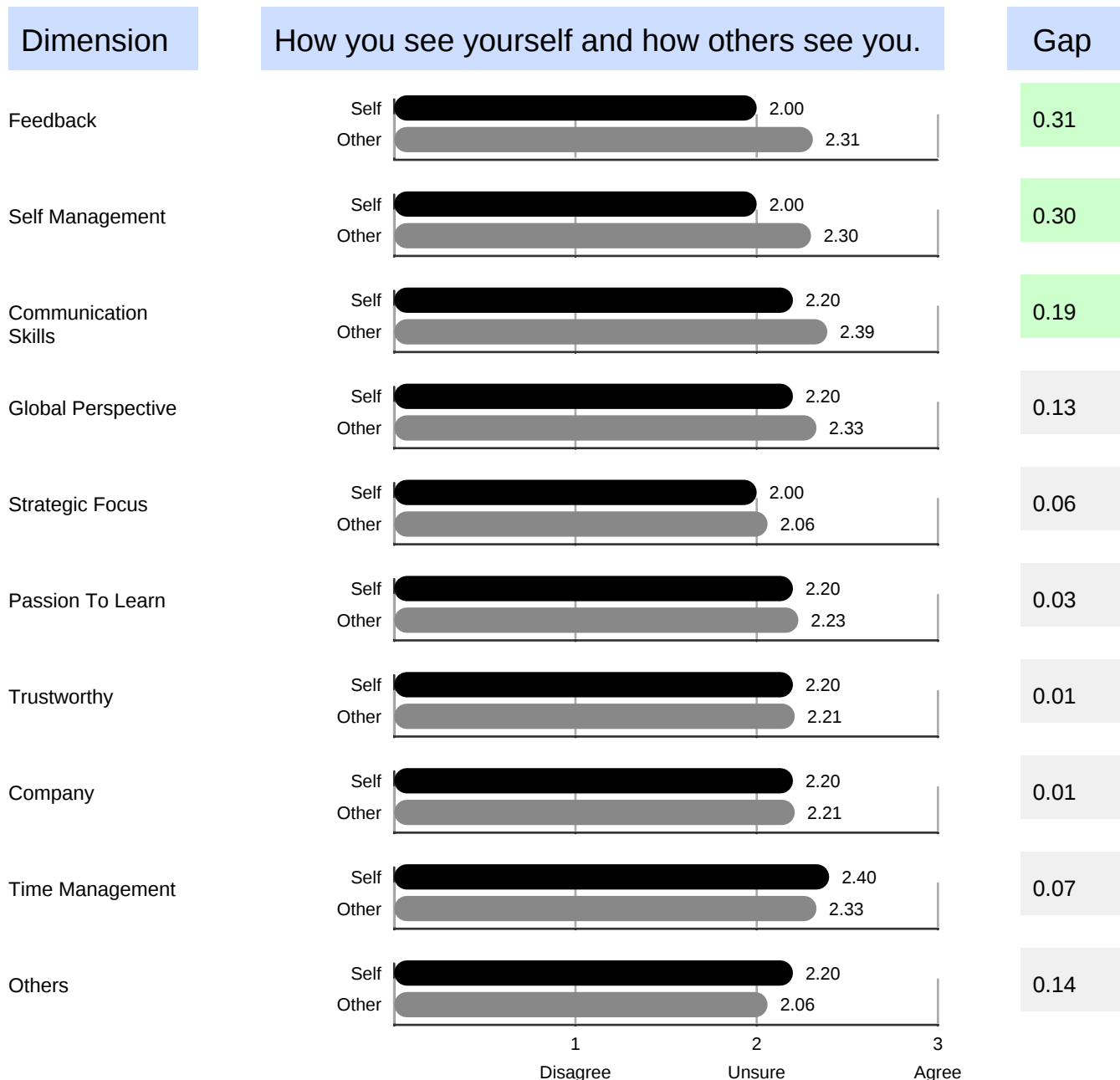
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Communication Skills

Definition:

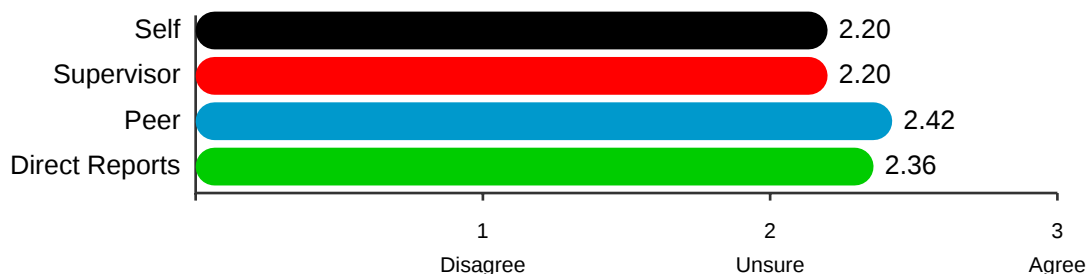
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse 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:

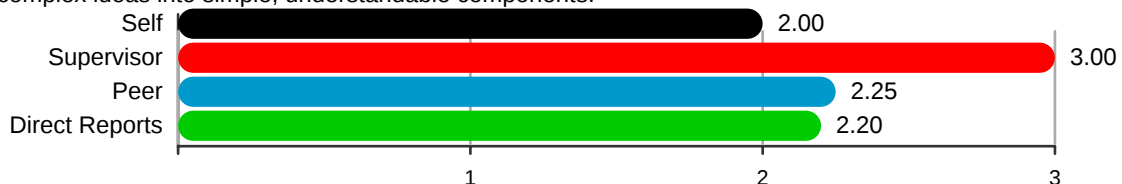
The summary scores shown here are an average of each of the items in this competency.



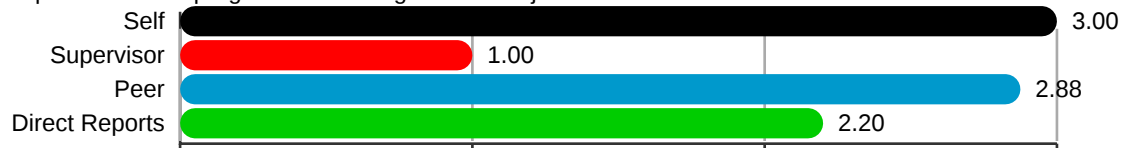
Scores on Each Item:

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

1. Distills complex ideas into simple, understandable components.



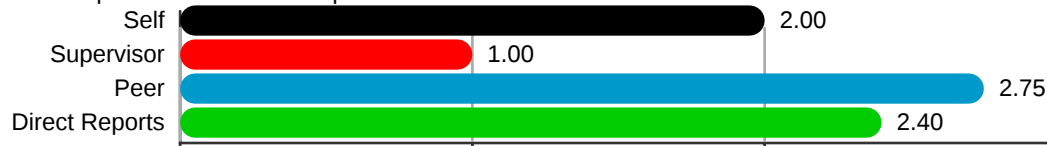
2. Informs supervisor about progress made on goals and objectives.



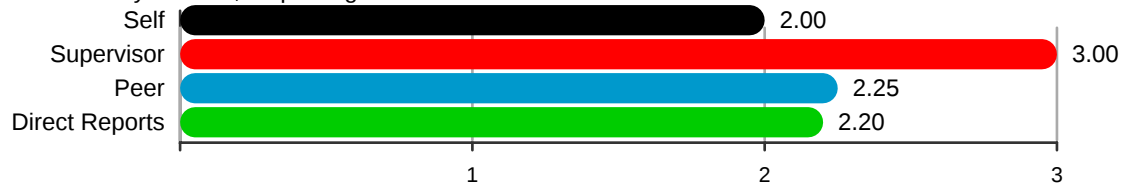
3. Effectively delivers presentations to teams, large groups, and diverse audiences



4. Transforms complicated ideas into simple ones.



5. Responds in a timely manner, respecting deadlines and others' schedules.



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
1. Distills complex ideas into simple, understandable components.	15	2.27	33.3	7%	60%	33%
2. Informs supervisor about progress made on goals and objectives.	15	2.53	73.3	20%	7%	73%
3. Effectively delivers presentations to teams, large groups, and diverse audiences	15	2.33	40.0	7%	53%	40%
4. Transforms complicated ideas into simple ones.	15	2.47	53.3	7%	40%	53%
5. Responds in a timely manner, respecting deadlines and others' schedules.	15	2.27	40.0	13%	47%	40%

Comments:

- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- ___ is a solid performer knows her stuff.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.

Self Management

Definition:

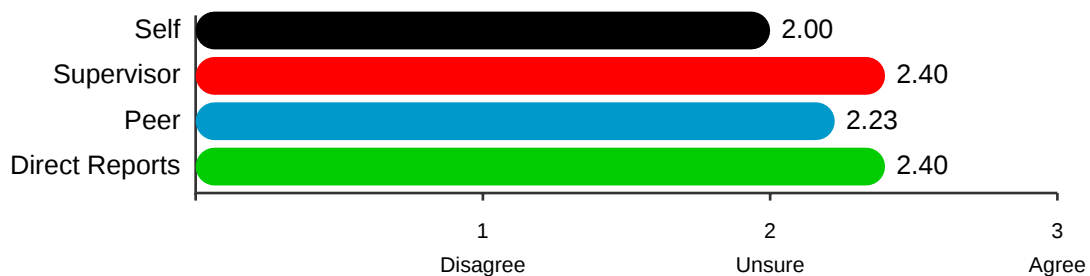
Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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.

6. Consciously controls own negative emotions in order to keep team morale up.



7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



8. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



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. Consciously controls own negative emotions in order to keep team morale up.	15	2.13	33.3	20%	47%	33%
7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.07	26.7	20%	53%	27%
8. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.33	40.0	7%	53%	40%
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.40	53.3	13%	33%	53%
10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.47	60.0	13%	27%	60%

Comments:

- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ is very reliable and collaborates well on projects.
- As mentioned above, good collaboration.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ has also come down to help our department when we have been very busy and needed help.

Passion To Learn

Definition:

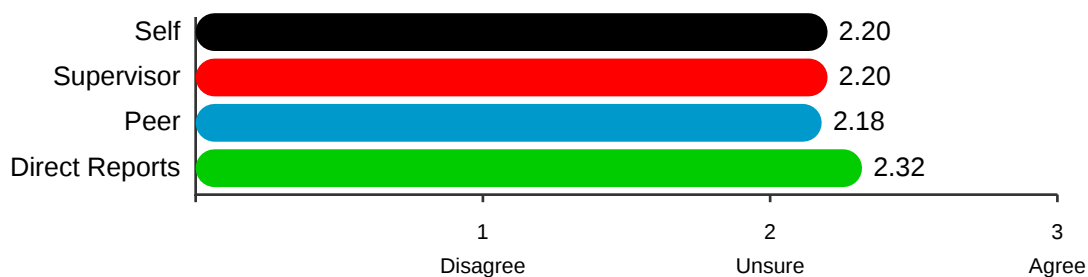
High level of curiosity and committed to their professional development.

Why this is Important:

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

Summary Scores:

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



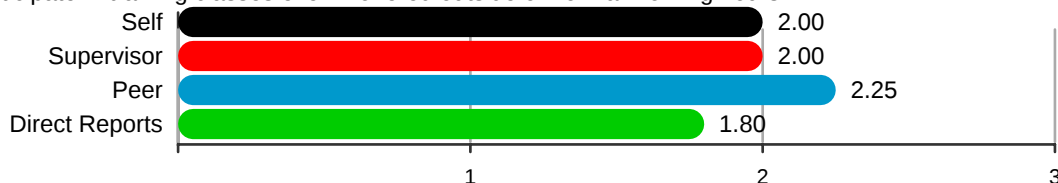
Scores on Each Item:

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

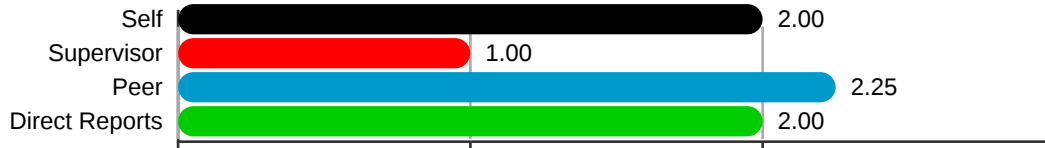
11. Embraces new technology and procedures.



12. Will participate in training classes even if offered outside of normal working hours.



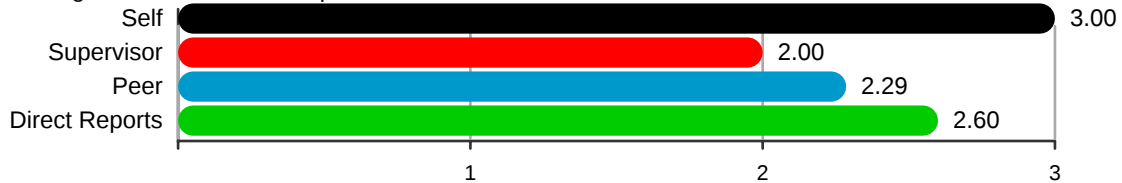
13. Is open to feedback from others.



14. Constantly enhances product knowledge through experimentation and play.



15. Enjoys learning new skills and techniques.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
11. Embraces new technology and procedures.	15	2.33	40.0	7%	53%	40%
12. Will participate in training classes even if offered outside of normal working hours.	15	2.07	20.0	13%	67%	20%
13. Is open to feedback from others.	15	2.07	26.7	20%	53%	27%
14. Constantly enhances product knowledge through experimentation and play.	15	2.27	40.0	13%	47%	40%
15. Enjoys learning new skills and techniques.	14	2.43	50.0	7%	43%	50%

Comments:

- Her communication style can also come across as very directive at times to peers and subordinates.
- Personality. Great Mentor and Leader. Talented.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.

Feedback

Definition:

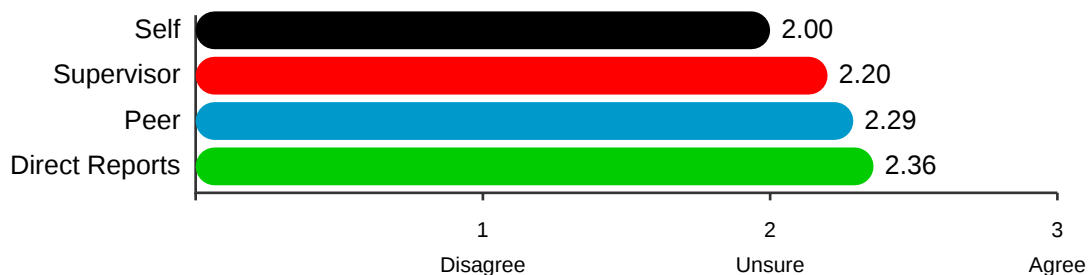
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while 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:

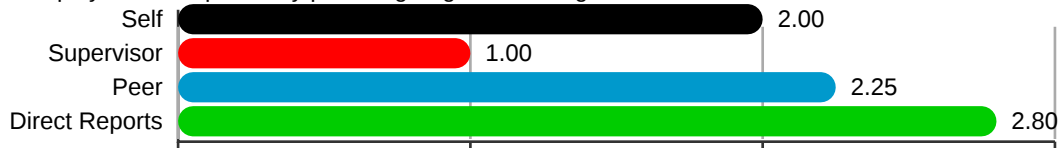
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Supports employee development by providing targeted training and resources.



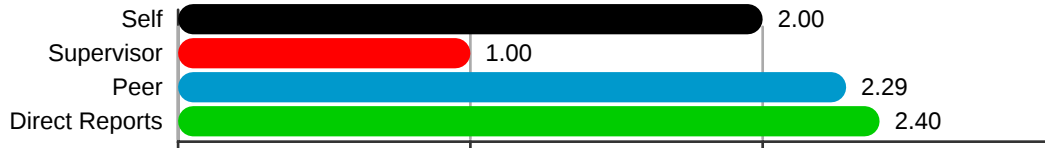
17. Engages in productive performance feedback conversations by focusing on their purpose: to support the employee's professional growth.



18. Seeks feedback from team members, senior leaders, and external stakeholders to gain diverse perspectives and insights that inform decision-making and strategy.



19. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.



20. Leverages feedback from multiple sources to offer a comprehensive perspective on the employee.



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. Supports employee development by providing targeted training and resources.	15	2.33	46.7	13%	40%	47%
17. Engages in productive performance feedback conversations by focusing on their purpose: to support the employee's professional growth.	15	2.33	40.0	7%	53%	40%
18. Seeks feedback from team members, senior leaders, and external stakeholders to gain diverse perspectives and insights that inform decision-making and strategy.	14	2.00	14.3	14%	71%	14%
19. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	14	2.21	42.9	21%	36%	43%
20. Leverages feedback from multiple sources to offer a comprehensive perspective on the employee.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- ___ is always working to include staff in a shared decision making processes.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.

Time Management

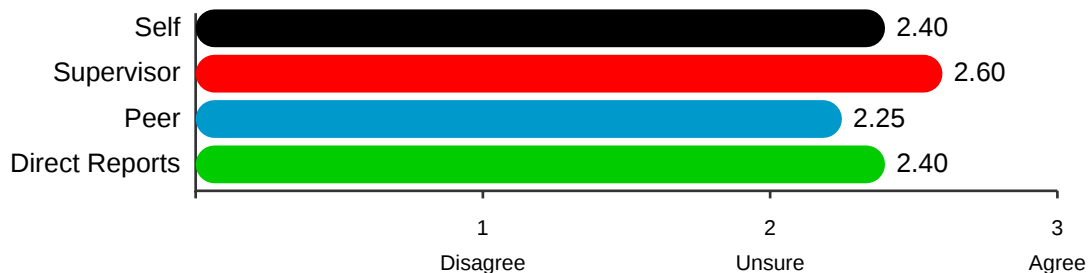
Definition:

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.



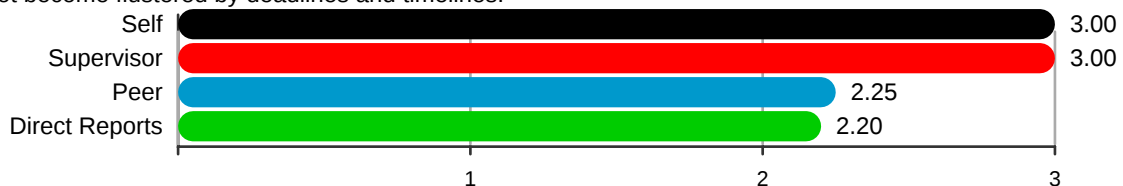
Scores on Each Item:

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

21. Directs energy toward strategic priorities to ensure alignment with organizational goals.



22. Does not become flustered by deadlines and timelines.



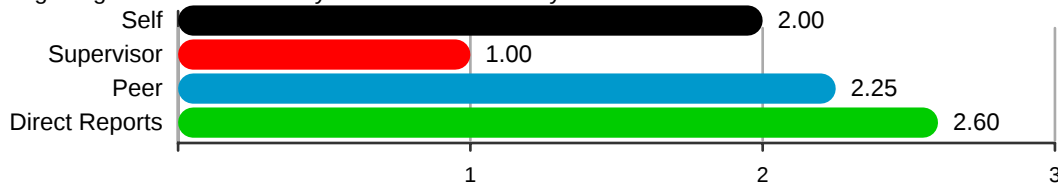
23. Zeroes in on high-impact deliverables, bypassing low-value distractions.



24. Leverages calendars to help keep better track of events.



25. Stops doing things that have suddenly become unnecessary or irrelevant.



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. Directs energy toward strategic priorities to ensure alignment with organizational goals.	15	2.60	66.7	7%	27%	67%
22. Does not become flustered by deadlines and timelines.	15	2.33	40.0	7%	53%	40%
23. Zeroes in on high-impact deliverables, bypassing low-value distractions.	15	2.07	20.0	13%	67%	20%
24. Leverages calendars to help keep better track of events.	15	2.40	53.3	13%	33%	53%
25. Stops doing things that have suddenly become unnecessary or irrelevant.	15	2.27	53.3	27%	20%	53%

Comments:

- I would like to see her expand personal long-term goals at the company.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- Resources are managed carefully with input sought and considered before applying those resources.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.

Trustworthy

Definition:

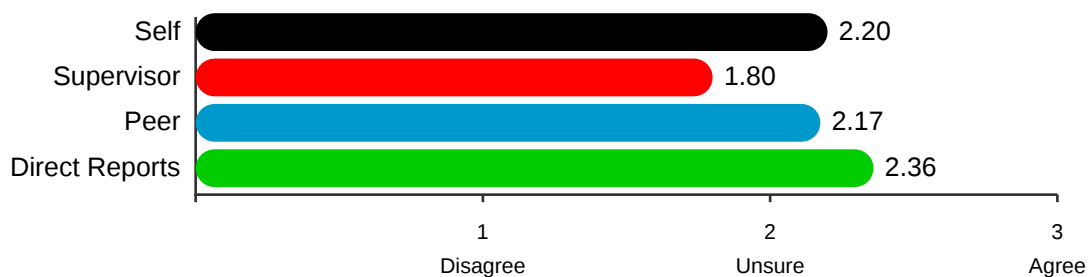
Is trusted by others. Builds and maintains trust with others. Is open and honest.

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:

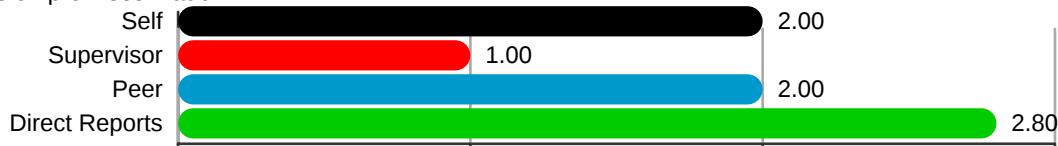
The summary scores shown here are an average of each of the items in this competency.



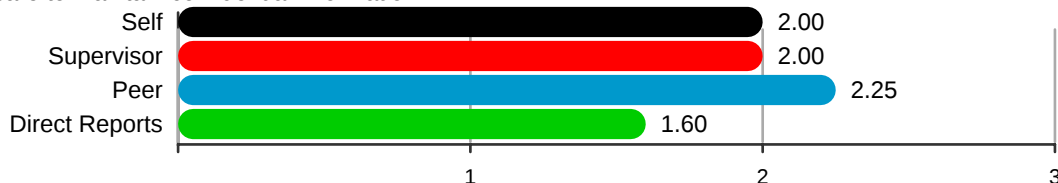
Scores on Each Item:

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

26. Delivers on promises made.



27. Takes care to maintain confidential information.



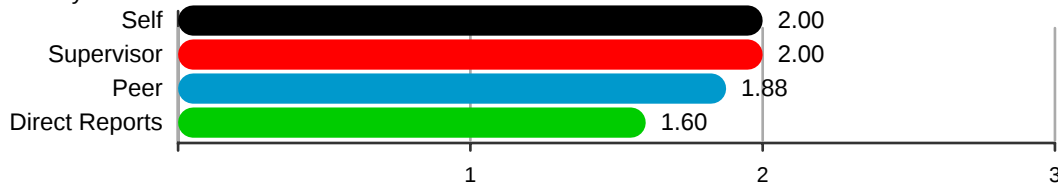
28. Is trustworthy; is someone I can trust.



29. Takes ownership, delivers on commitments



30. 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 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. Delivers on promises made.	15	2.20	33.3	13%	53%	33%
27. Takes care to maintain confidential information.	15	2.00	26.7	27%	47%	27%
28. Is trustworthy; is someone I can trust.	15	2.47	53.3	7%	40%	53%
29. Takes ownership, delivers on commitments	15	2.60	60.0		40%	60%
30. Works in a way that makes others want to work with her/him.	15	1.80	13.3	33%	53%	13%

Comments:

- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ____, your the best.
- ____ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- ____ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Timely follow through.

Others

Definition:

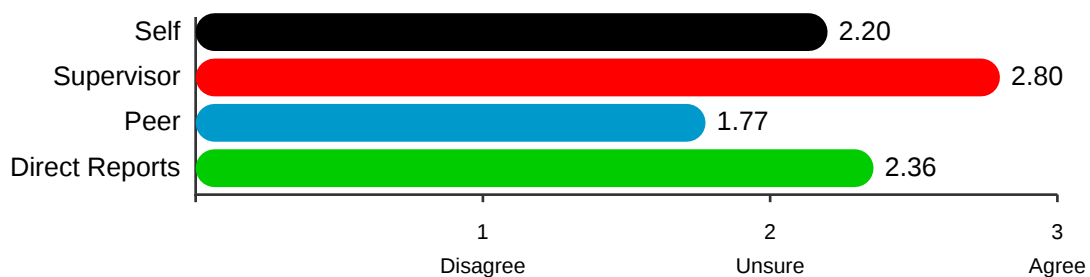
Works well with other employees.

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. Helpful



32. Works across boundaries within the organization.



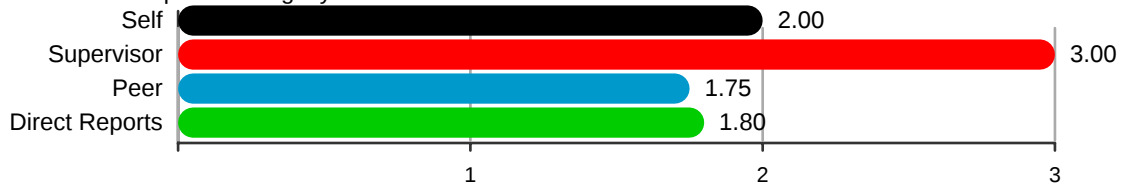
33. Works effectively with people from other departments.



34. Constructively receives criticism and suggestions from others.



35. ...treats others with respect and dignity.



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. Helpful	15	2.13	33.3	20%	47%	33%
32. Works across boundaries within the organization.	15	2.13	33.3	20%	47%	33%
33. Works effectively with people from other departments.	15	2.07	33.3	27%	40%	33%
34. Constructively receives criticism and suggestions from others.	15	2.13	26.7	13%	60%	27%
35. ...treats others with respect and dignity.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Be being better organized. It would help with prioritizing.
- ___ is professional, collaborative. . . a great team member.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- You could check for clarity in expectations more frequently.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].

Strategic Focus

Definition:

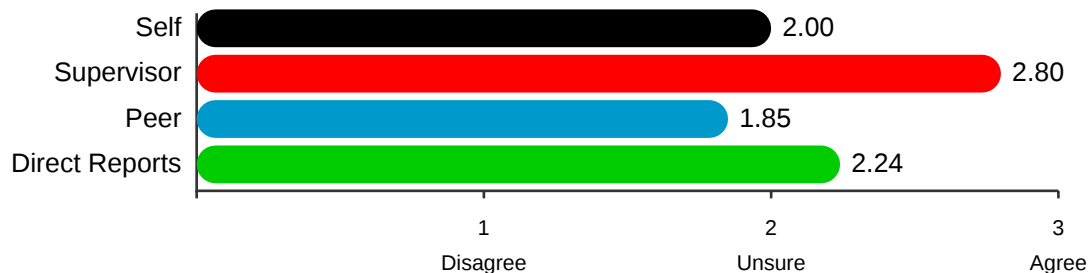
Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with 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:

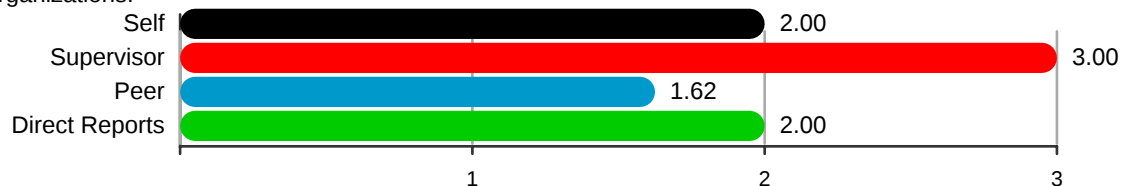
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



37. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.



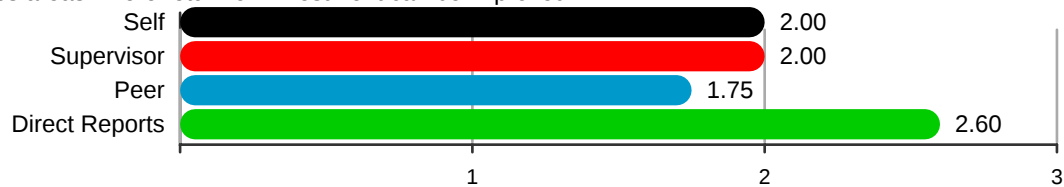
38. Supports changes being recommended from senior management.



39. Effective in strategy formulation and execution.



40. Identifies areas where return on investment can be improved.



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. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	1.87	20.0	33%	47%	20%
37. Develops strategies that are practical and can be feasibly implemented within a reasonable period of time.	15	1.93	13.3	20%	67%	13%
38. Supports changes being recommended from senior management.	15	2.07	33.3	27%	40%	33%
39. Effective in strategy formulation and execution.	15	2.33	33.3		67%	33%
40. Identifies areas where return on investment can be improved.	15	2.07	33.3	27%	40%	33%

Comments:

- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging her to finish something.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.

Company

Definition:

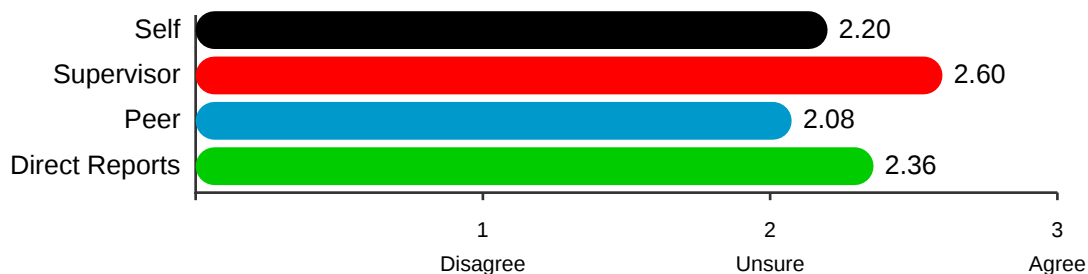
A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

Why this is Important:

This definition of Company is important because it captures the full spectrum of what makes an organization not just functional, but exceptional—balancing operational excellence with human-centered values. By integrating dimensions like ethics, morale, adaptability, and pride alongside strategic elements like staffing, competitiveness, and resource allocation, it creates a blueprint for sustainable success and cultural resilience. Organizations that embody this holistic model are better equipped to attract top talent, foster innovation, and build enduring trust with both employees and external stakeholders.

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. Is proud of the work done by employees in the department.



42. Monitors resource utilization to ensure cost-effectiveness without compromising quality.



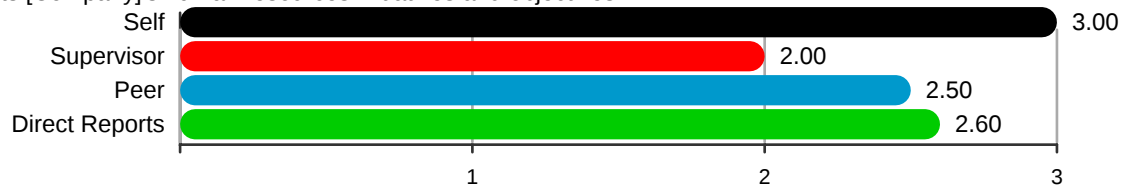
43. Builds strong partnerships with local organizations, schools, and nonprofits to advance shared goals.



44. Emphasizes the importance of teamwork at the Company.



45. Supports [Company]'s human resources initiatives 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
41. Is proud of the work done by employees in the department.	15	2.00	26.7	27%	47%	27%
42. Monitors resource utilization to ensure cost-effectiveness without compromising quality.	15	2.13	33.3	20%	47%	33%
43. Builds strong partnerships with local organizations, schools, and nonprofits to advance shared goals.	15	2.20	40.0	20%	40%	40%
44. Emphasizes the importance of teamwork at the Company.	15	2.20	26.7	7%	67%	27%
45. Supports [Company]'s human resources initiatives and objectives.	15	2.53	60.0	7%	33%	60%

Comments:

- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- Timely follow through.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- She could help teammates by becoming more proficient in some areas.

Global Perspective

Definition:

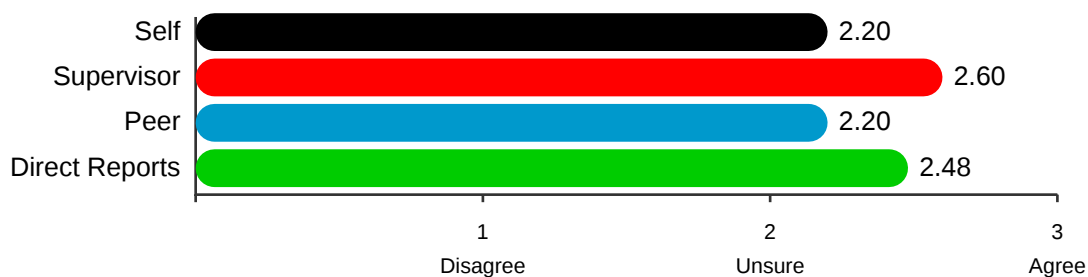
Maintains a global perspective on business functions and strategies.

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.



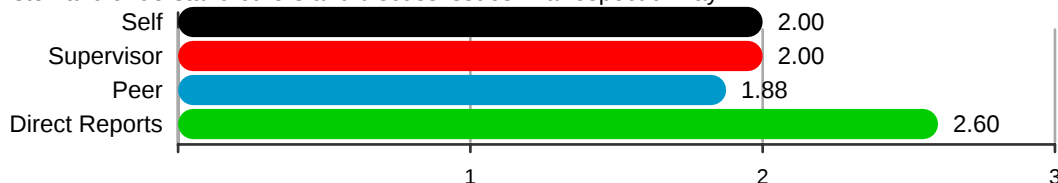
Scores on Each Item:

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

46. Volunteers for experiences and assignments abroad.



47. Able to listen and understand others and discuss issues in a respectful way.



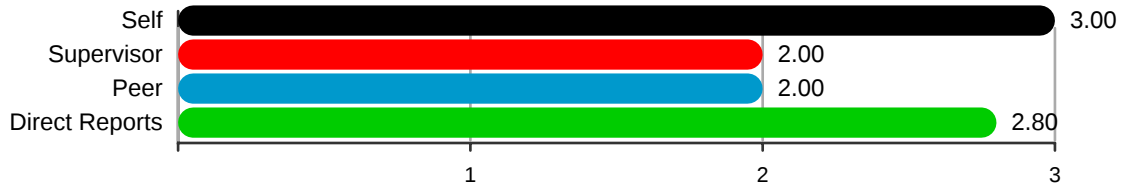
48. Can effectively deliver presentations to international clients.



49. Facilitates open communication with individuals from other countries.



50. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.



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. Volunteers for experiences and assignments abroad.	15	2.27	26.7		73%	27%
47. Able to listen and understand others and discuss issues in a respectful way.	15	2.13	26.7	13%	60%	27%
48. Can effectively deliver presentations to international clients.	15	2.40	40.0		60%	40%
49. Facilitates open communication with individuals from other countries.	15	2.47	46.7		53%	47%
50. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	2.33	46.7	13%	40%	47%

Comments:

- She presents a clear picture of where the department is now and where we need to be headed.
- She communicates well to all staff and we know what is expected of us.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- She has integrity, dependability, and a desire to constantly improve.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.