



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

February 2026

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.

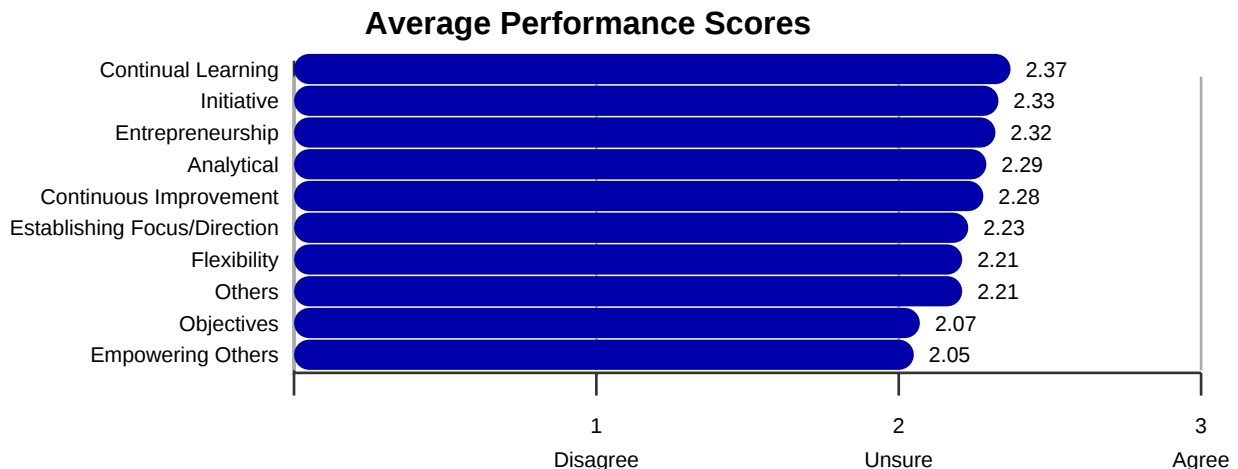
What to Do with Your Feedback

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

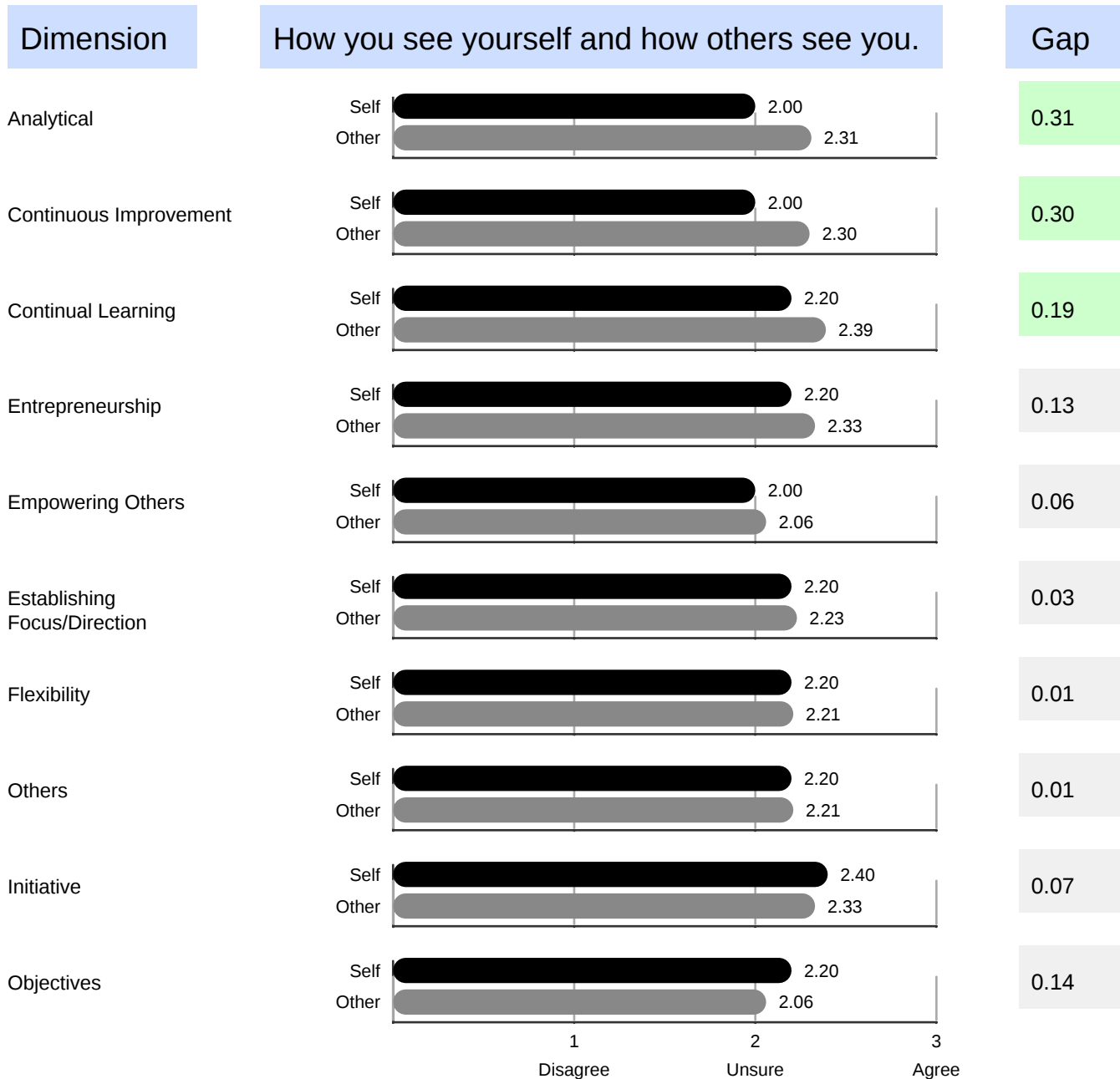
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Continual Learning

Definition:

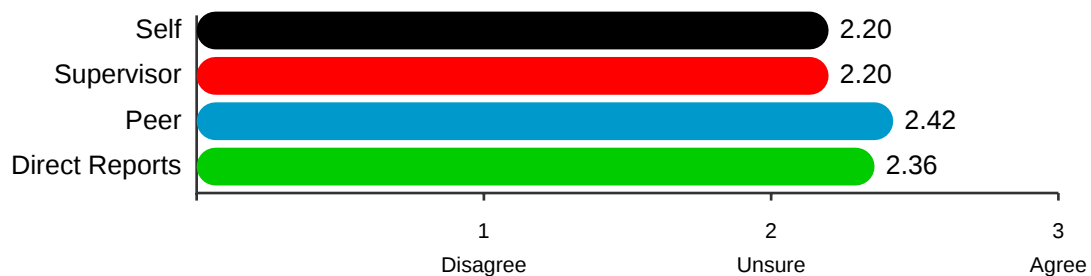
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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:

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



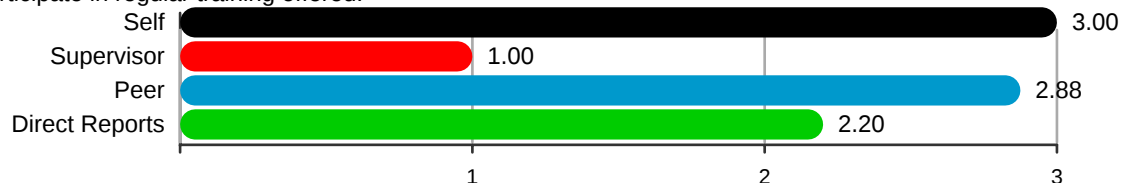
Scores on Each Item:

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

1. You share best practices with others and learn from others.



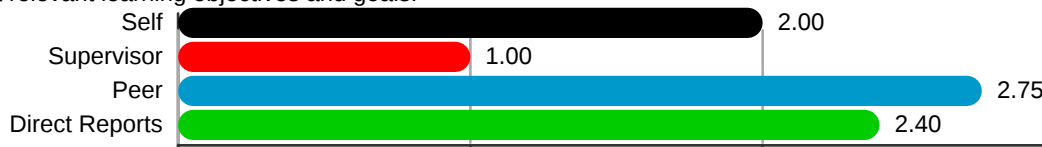
2. You participate in regular training offered.



3. You improve on your skill sets.



4. You set relevant learning objectives and goals.



5. You take charge of your training and skills enhancement.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
1. You share best practices with others and learn from others.	15	2.27	33.3	7%	60%	33%
2. You participate in regular training offered.	15	2.53	73.3	20%	7%	73%
3. You improve on your skill sets.	15	2.33	40.0	7%	53%	40%
4. You set relevant learning objectives and goals.	15	2.47	53.3	7%	40%	53%
5. You take charge of your training and skills enhancement.	15	2.27	40.0	13%	47%	40%

Comments:

- She is continually looking for ways to improve our service to our customers.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ always presents herself in the most professional manner.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- Cannot think of anything
- A willingness and flexibility to pitch in help where needed is important.

Continuous Improvement

Definition:

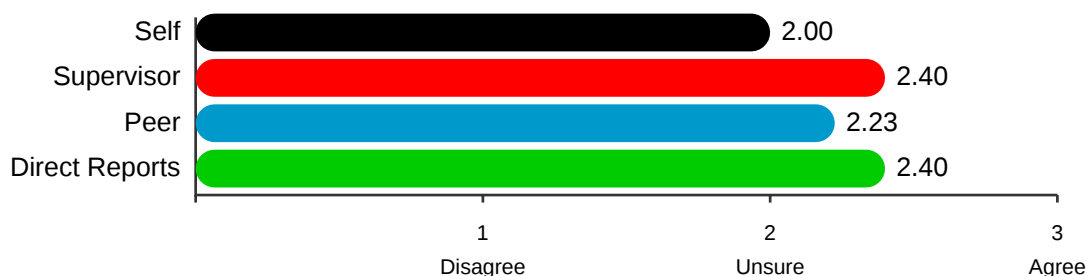
Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects first-timeright performance. It strengthens processes and systems by applying technical insight, data-driven analysis, Six Sigma methods, experimentation, and best-practice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with best-in-class performance.

Why this is Important:

Continuous Improvement is important to organizations because it creates a self-reinforcing engine of progress rather than relying on one-time fixes or heroic efforts. When employees and managers are committed, empowered, crossfunctional, and equipped with expertise, they continually refine processes, prevent problems, and get work right the first time $\frac{1}{2}$ which directly improves quality, speed, reliability, and customer satisfaction. By measuring performance, applying Six Sigma and analytical methods, experimenting, benchmarking against best-in-class standards, and sharing knowledge, organizations build systems that optimize themselves over time instead of degrading. Ultimately, Continuous Improvement strengthens resilience, reduces waste and cost, elevates workforce capability, and builds a culture where excellence is the norm $\frac{1}{2}$ giving companies a durable competitive advantage in any environment.

Summary Scores:

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



Scores on Each Item:

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

6. You apply specialized knowledge to redesign processes for greater stability, accuracy, and throughput.



7. You establish improvement teams composed of members from all functional areas.



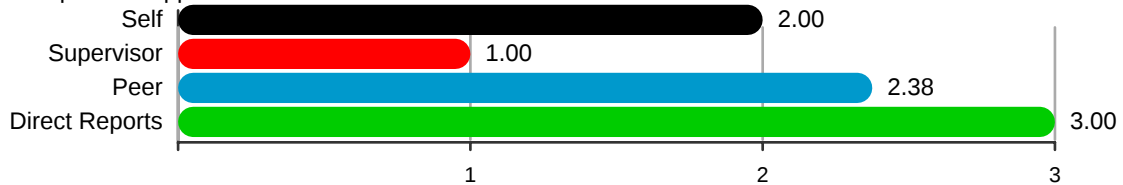
8. I strengthen process design to reduce defects and improve reliability.



9. I develop processes that are resilient, stable, and less prone to failure.



10. I model best-practice approaches to 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
6. You apply specialized knowledge to redesign processes for greater stability, accuracy, and throughput.	15	2.13	33.3	20%	47%	33%
7. You establish improvement teams composed of members from all functional areas.	15	2.07	26.7	20%	53%	27%
8. I strengthen process design to reduce defects and improve reliability.	15	2.33	40.0	7%	53%	40%
9. I develop processes that are resilient, stable, and less prone to failure.	15	2.40	53.3	13%	33%	53%
10. I model best-practice approaches to work.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- ___ is a true asset to [CompanyName].
- ___ provides opportunities for her staff to grow professionally and encourages them.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- ___ is very supportive to staff and offers many opportunities for staff to grow.

Establishing Focus/Direction

Definition:

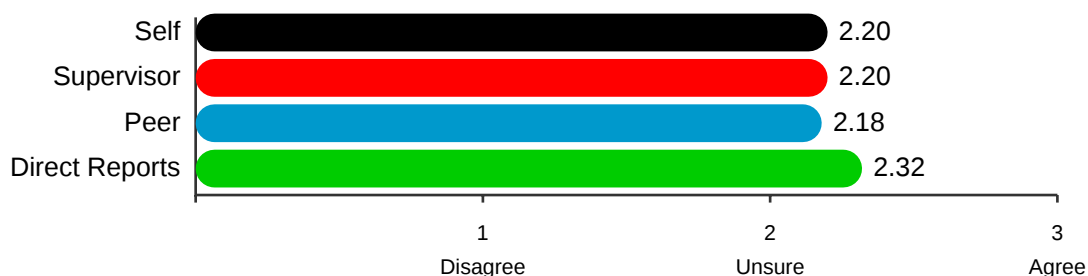
Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational 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:

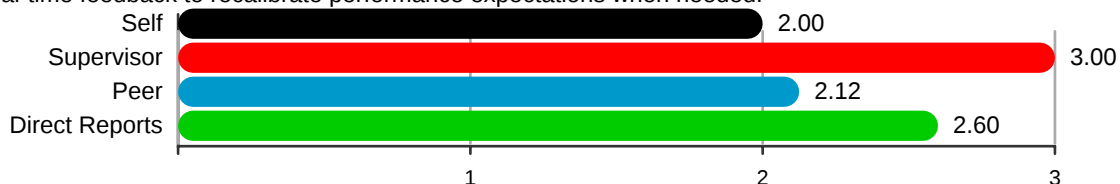
The summary scores shown here are an average of each of the items in this competency.



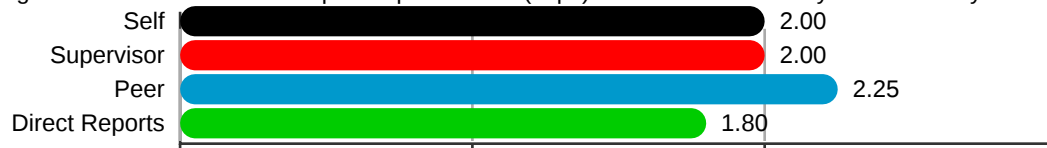
Scores on Each Item:

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

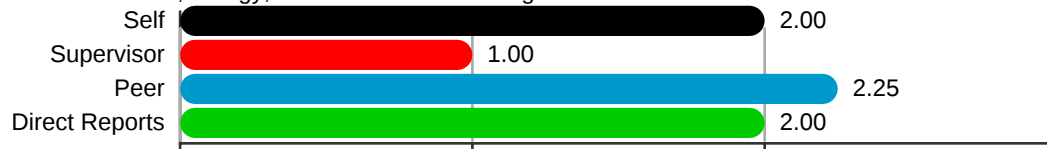
11. I use real-time feedback to recalibrate performance expectations when needed.



12. You design workflows and standard operate procedures (sops) to ensure consistency and efficiency.



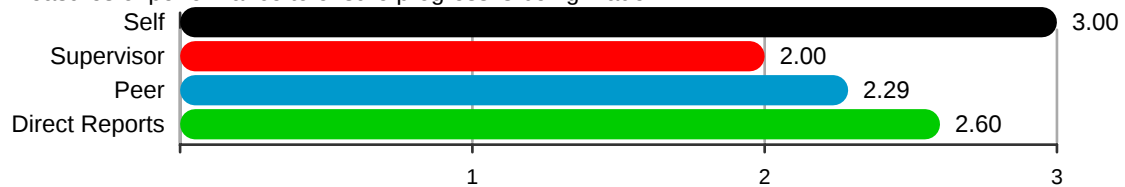
13. I align the team's efforts, energy, and focus on a shared goal.



14. You invest in skill-building resources that enable employees to meet evolving performance standards.



15. I create measures of performance to ensure progress is being made.



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. I use real-time feedback to recalibrate performance expectations when needed.	15	2.33	40.0	7%	53%	40%
12. You design workflows and standard operate procedures (sops) to ensure consistency and efficiency.	15	2.07	20.0	13%	67%	20%
13. I align the team's efforts, energy, and focus on a shared goal.	15	2.07	26.7	20%	53%	27%
14. You invest in skill-building resources that enable employees to meet evolving performance standards.	15	2.27	40.0	13%	47%	40%
15. I create measures of performance to ensure progress is being made.	14	2.43	50.0	7%	43%	50%

Comments:

- She correctly sets limits, and expectations of her managers.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- Provides team members with frequent informal feedback.
- Please know that stress can occasionally slow down progress.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.

Analytical

Definition:

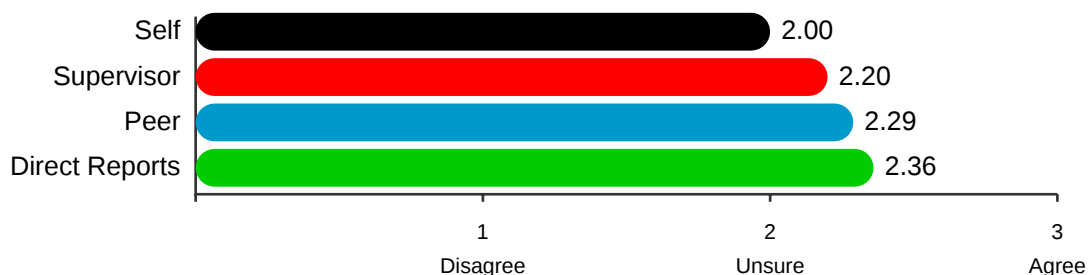
Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative data are needed. Having a good understanding of systems, how to present data, and how to conduct research is useful. Analytical skills also require a certain degree of curiosity.

Why this is Important:

Analytical skills are crucial in business because they enable professionals to make informed decisions based on data. This not only helps in identifying trends and opportunities but also mitigates risks. With strong analytical skills, businesses can forecast future scenarios, optimize operations, and develop effective strategies. Attention to detail and a good understanding of systems ensure that decisions are precise and well-founded. Curiosity is a driver of continuous improvement and innovation, keeping businesses competitive in a rapidly changing market. Without analytical skills, businesses might rely on intuition rather than evidence, which can lead to costly mistakes and missed opportunities.

Summary Scores:

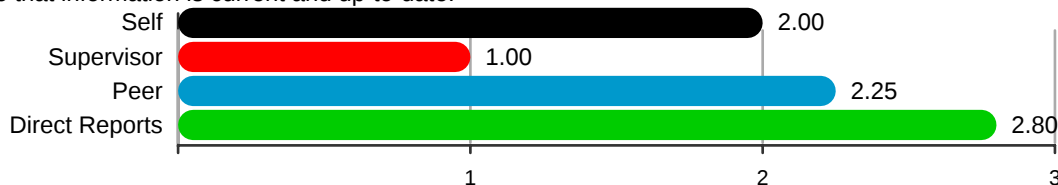
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I ensure that information is current and up-to-date.



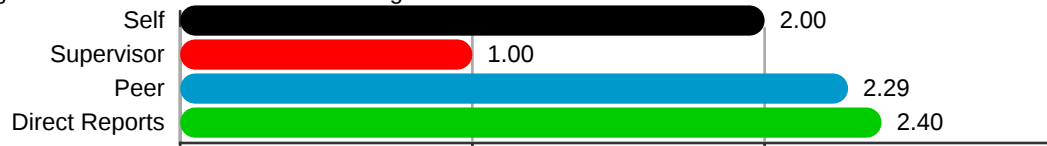
17. I format data to facilitate easy comparisons.



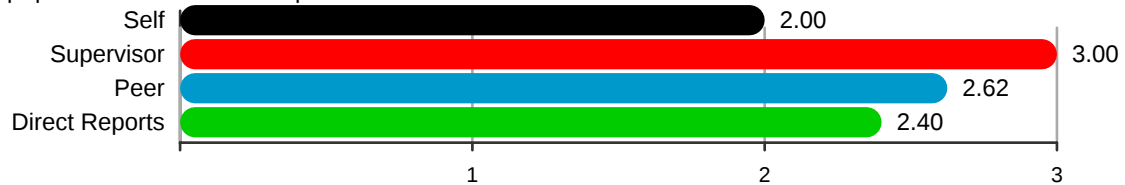
18. You create new visualizations of the data.



19. You organize information for decision making.



20. I develop quantitative measures of performance.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. I ensure that information is current and up-to-date.	15	2.33	46.7	13%	40%	47%
17. I format data to facilitate easy comparisons.	15	2.33	40.0	7%	53%	40%
18. You create new visualizations of the data.	14	2.00	14.3	14%	71%	14%
19. You organize information for decision making.	14	2.21	42.9	21%	36%	43%
20. I develop quantitative measures of performance.	15	2.53	60.0	7%	33%	60%

Comments:

- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- I look forward to learning and improving with her and the other members in the division.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

Initiative

Definition:

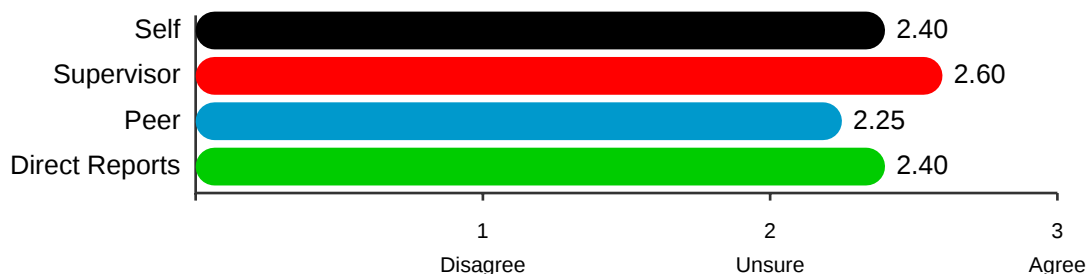
Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

Why this is Important:

Initiative is a cornerstone of organizational agility and resilience—it empowers individuals to act decisively, solve problems proactively, and drive progress without waiting for direction. When managers consistently demonstrate initiative, they accelerate innovation, reduce bottlenecks, and capitalize on emerging opportunities that might otherwise be missed. This behavior fosters a culture of ownership and adaptability, where teams rise to challenges, exceed expectations, and align their efforts with strategic goals. Ultimately, initiative transforms reactive organizations into forward-moving ones, where momentum is sustained by motivated individuals who lead from every level.

Summary Scores:

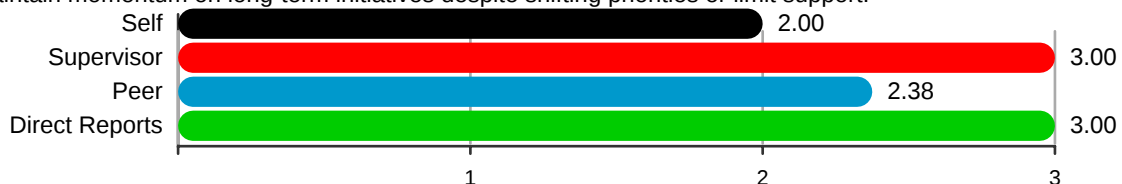
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

21. You maintain momentum on long-term initiatives despite shifting priorities or limit support.



22. I act quickly when a small problem arises to keep it from becoming a major issue.



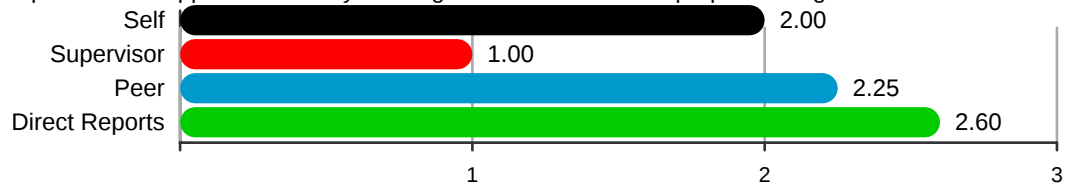
23. You lead pilots or experiments that result in scalable improvements.



24. I take action to implement new changes in the policies and procedures.



25. You champion under-supported ideas by building coalitions or reframe proposals to gain traction.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1			Unsure 2 2			Agree 3 3		
21. You maintain momentum on long-term initiatives despite shifting priorities or limit support.	15	2.60	66.7	7%	27%			67%				
22. I act quickly when a small problem arises to keep it from becoming a major issue.	15	2.33	40.0	7%	53%			40%				
23. You lead pilots or experiments that result in scalable improvements.	15	2.07	20.0	13%	67%			20%				
24. I take action to implement new changes in the policies and procedures.	15	2.40	53.3	13%	33%			53%				
25. You champion under-supported ideas by building coalitions or reframe proposals to gain traction.	15	2.27	53.3	27%	20%			53%				

Comments:

- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.

Flexibility

Definition:

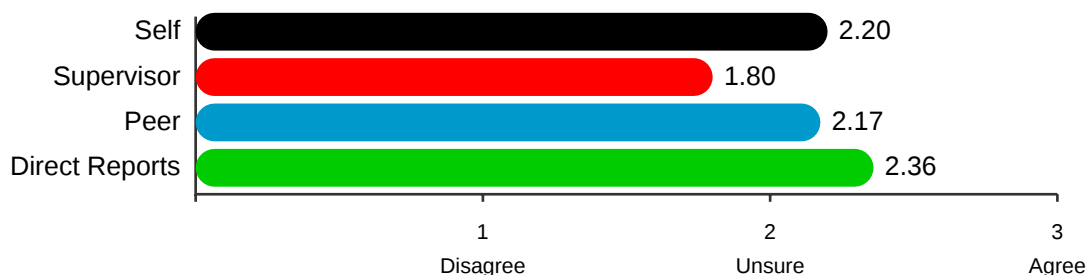
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes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

Why this is Important:

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

Summary Scores:

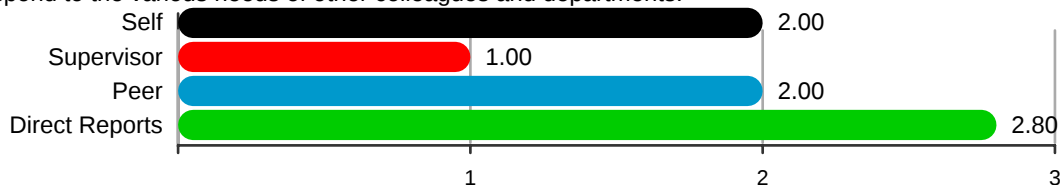
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. You respond to the various needs of other colleagues and departments.



27. You are able to bounce back from obstacles.



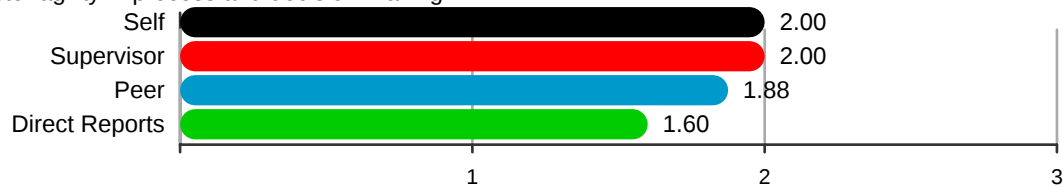
28. You respond effectively to changes in the market conditions.



29. You respond to changing availability of supplies and resources.



30. You foster agility in process and decision-making.



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. You respond to the various needs of other colleagues and departments.	15	2.20	33.3	13%	53%	33%
27. You are able to bounce back from obstacles.	15	2.00	26.7	27%	47%	27%
28. You respond effectively to changes in the market conditions.	15	2.47	53.3	7%	40%	53%
29. You respond to changing availability of supplies and resources.	15	2.60	60.0		40%	60%
30. You foster agility in process and decision-making.	15	1.80	13.3	33%	53%	13%

Comments:

- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Great year of growth!
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- I like that she challenges me.
- ____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.

Objectives

Definition:

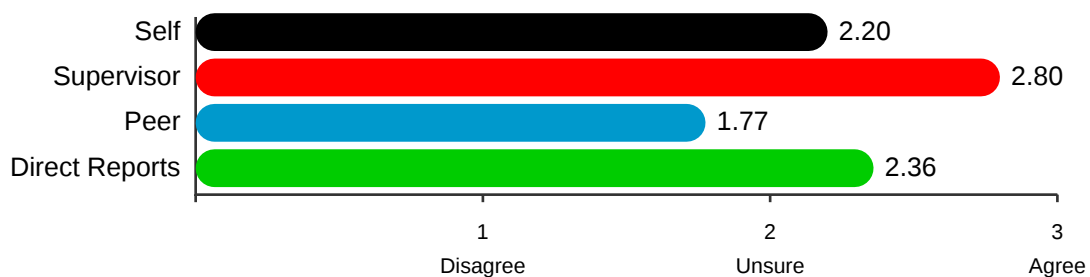
Establishes and completes objectives.

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. You are able to organize work.



32. You encourage others to take on greater responsibility.



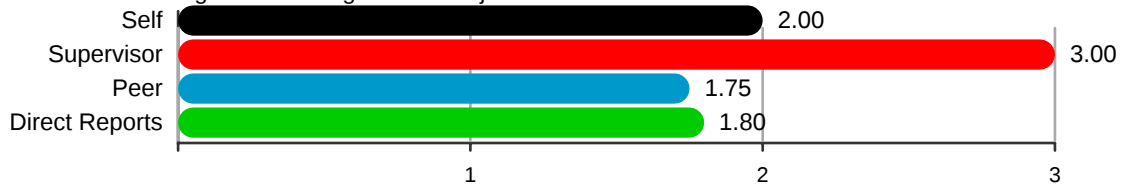
33. You establish goals and objectives.



34. You effectively organize resources and plans



35. You work toward achieving established 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. You are able to organize work.	15	2.13	33.3	20%	47%	33%
32. You encourage others to take on greater responsibility.	15	2.13	33.3	20%	47%	33%
33. You establish goals and objectives.	15	2.07	33.3	27%	40%	33%
34. You effectively organize resources and plans	15	2.13	26.7	13%	60%	27%
35. You work toward achieving established goals and objectives.	15	1.87	20.0	33%	47%	20%

Comments:

- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ is a valuable resource to the organization and the team.
- Take charge without feeling like you need approval.
- You could check for clarity in expectations more frequently.

Empowering Others

Definition:

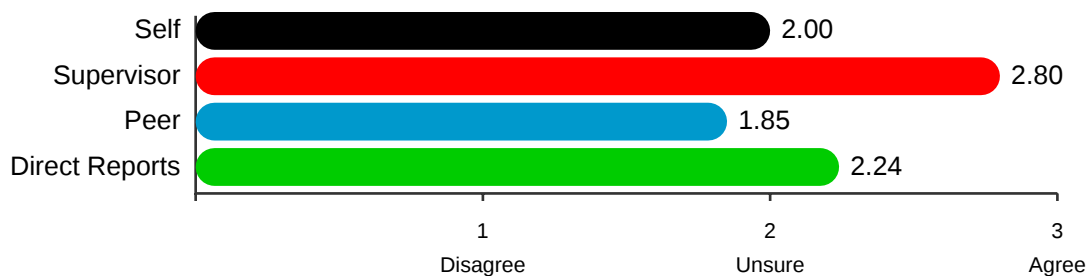
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

Why this is Important:

When employees have autonomy, they feel trusted and motivated to contribute their best. Allowing flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. This flexibility acknowledges their personal needs and fosters a healthy work-life balance. Empowerment provides growth opportunities for employees and encourages employees to share their ideas, perspectives, and solutions. This creates an environment where they can learn, develop, and take on new challenges. Empowerment involves tailoring responsibilities to match employees' skill levels, allowing them to excel and grow.

Summary Scores:

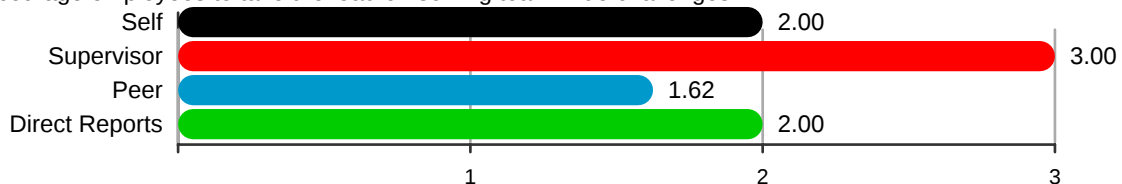
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. You encourage employees to take the lead on solving team-wide challenges.



37. You allow individuals to be responsible for their decisions.



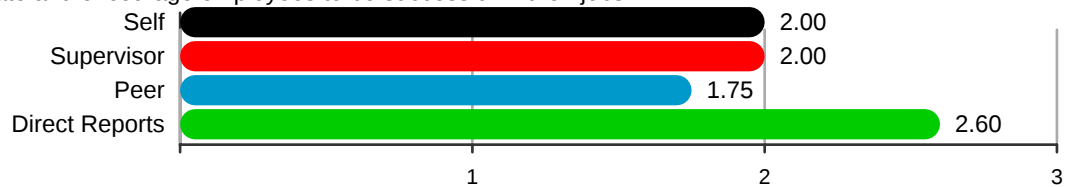
38. I give employees the resources they need to complete the job.



39. You demonstrate confidence in the abilities of subordinates.



40. I motivate and encourage employees to be successful in their jobs.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
36. You encourage employees to take the lead on solving team-wide challenges.	15	1.87	20.0	33%	47%	20%
37. You allow individuals to be responsible for their decisions.	15	1.93	13.3	20%	67%	13%
38. I give employees the resources they need to complete the job.	15	2.07	33.3	27%	40%	33%
39. You demonstrate confidence in the abilities of subordinates.	15	2.33	33.3		67%	33%
40. I motivate and encourage employees to be successful in their jobs.	15	2.07	33.3	27%	40%	33%

Comments:

- ____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- Communication to entire team is excellent and helps engage all staff. ____'s visibility to her team has been very positive.
- ____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ____ to stand her ground and take care of her employees / department.
- 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.
- ____ is a strong leader & mentor.

Others

Definition:

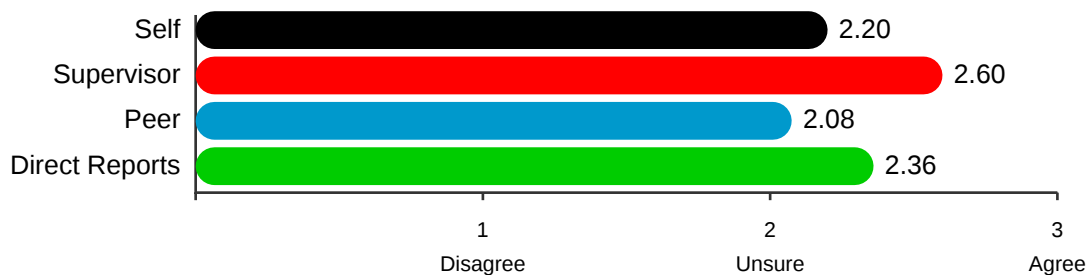
Works well with other employees.

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.

41. You work effectively with people from other departments.



42. You support the efforts of other employees in implementing solutions to problems.



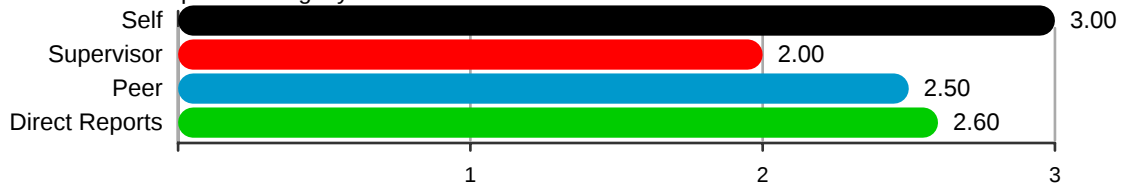
43. You are able to see issues from others' perspectives.



44. You work across boundaries within the organization.



45. You treat 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
41. You work effectively with people from other departments.	15	2.00	26.7	27%	47%	27%
42. You support the efforts of other employees in implementing solutions to problems.	15	2.13	33.3	20%	47%	33%
43. You are able to see issues from others' perspectives.	15	2.20	40.0	20%	40%	40%
44. You work across boundaries within the organization.	15	2.20	26.7	7%	67%	27%
45. You treat others with respect and dignity.	15	2.53	60.0	7%	33%	60%

Comments:

- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- 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.
- She is an outstanding manager.
- There is room for improvement in all these elements.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- ____ is a great leader and is committed to her role here at [CompanyName]!

Entrepreneurship

Definition:

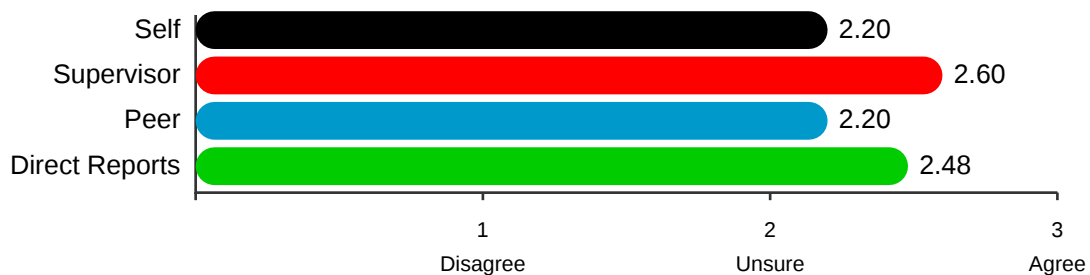
Ability to develop, manage, and expand business opportunities.

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.



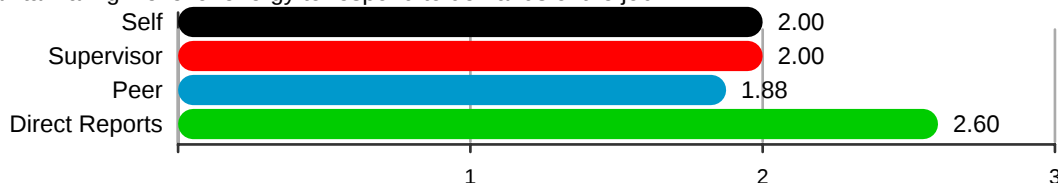
Scores on Each Item:

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

46. You devote a certain amount of time and effort to developing new business opportunities.



47. You maintain a high level of energy to respond to demands of the job.



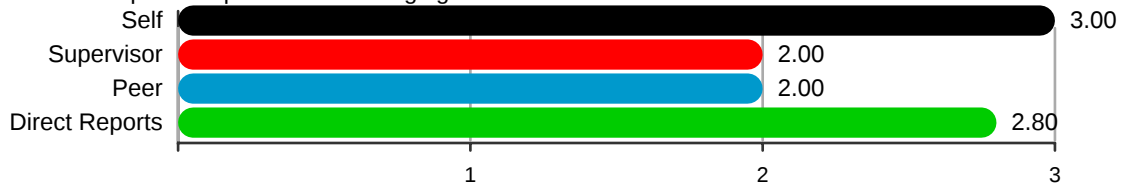
48. You are excellent at managing relationships with stakeholders.



49. You encourage risk taking for developing potential business opportunities.



50. You are able to adapt the department to changing business demands and climate.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. You devote a certain amount of time and effort to developing new business opportunities.	15	2.27	26.7		73%	27%
47. You maintain a high level of energy to respond to demands of the job.	15	2.13	26.7	13%	60%	27%
48. You are excellent at managing relationships with stakeholders.	15	2.40	40.0		60%	40%
49. You encourage risk taking for developing potential business opportunities.	15	2.47	46.7		53%	47%
50. You are able to adapt the department to changing business demands and climate.	15	2.33	46.7	13%	40%	47%

Comments:

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- Is empathetic, understanding, and dependable.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.