



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.

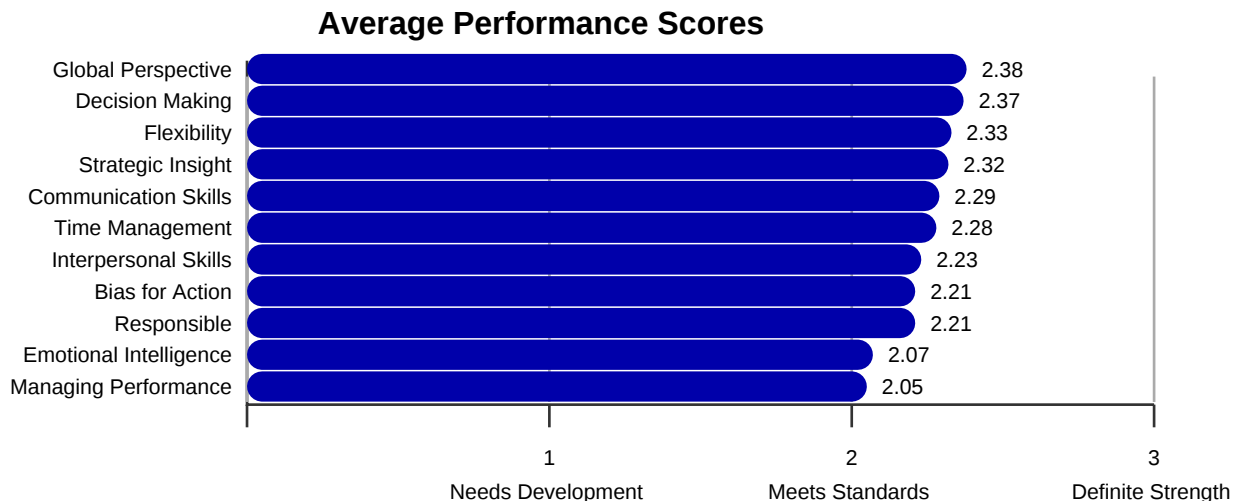
What to Do with Your Feedback

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

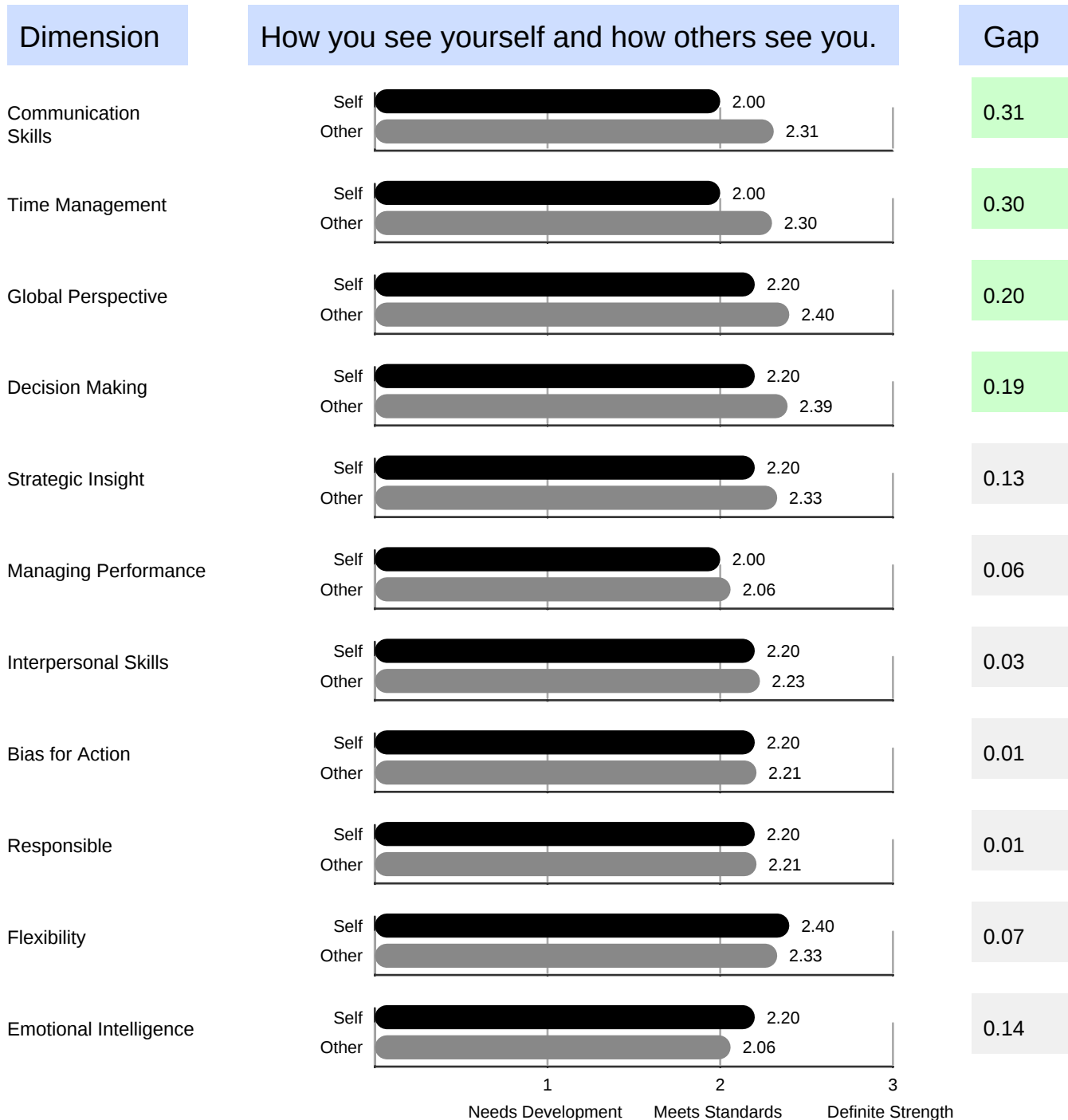
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



Decision Making

Definition:

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints.

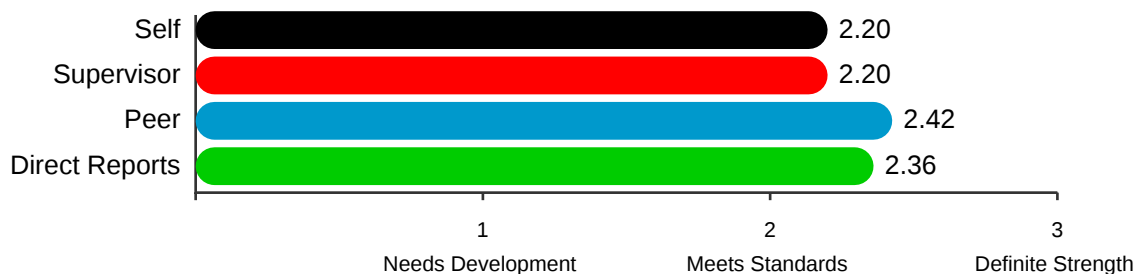
Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

Why this is Important:

Decision making is a critical skill that affects every aspect of business operations and directly impacts success or failure. Decision making determines the strategic goals and allocation of resources. Competent decision makers can critically analyze a situation and address problems promptly to prevent them from escalating. In times of crisis, the ability to make quick, informed decisions is essential to mitigate risks and navigate through challenging situations.

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. I decide which short- and long-term goals should be created.



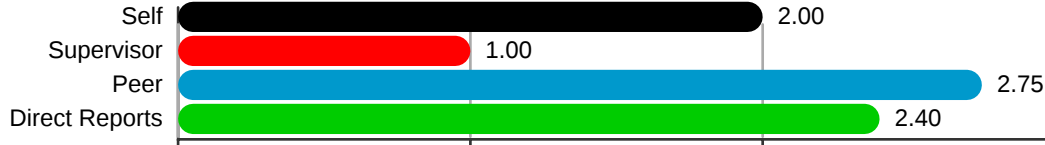
2. You question entrenched beliefs or norms that may limit creativity or hinder progress.



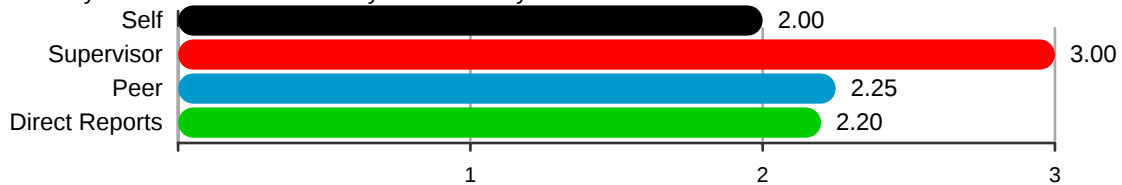
3. You ask for additional information when making critical decisions.



4. You clearly explain the reason behind decisions, include the costs incurred and benefits expected.



5. You are firm in your decision and not easily influenced by the whims of others.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
1. I decide which short- and long-term goals should be created.	15	2.27	33.3	7%	60%	33%
2. You question entrenched beliefs or norms that may limit creativity or hinder progress.	15	2.53	73.3	20%	7%	73%
3. You ask for additional information when making critical decisions.	15	2.33	40.0	7%	53%	40%
4. You clearly explain the reason behind decisions, include the costs incurred and benefits expected.	15	2.47	53.3	7%	40%	53%
5. You are firm in your decision and not easily influenced by the whims of others.	15	2.27	40.0	13%	47%	40%

Comments:

- Job performance is excellent. Lucky to have ___ on our team.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- She has established credibility and trust with all the directors and managers.
-

___ 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.

- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.

Time Management

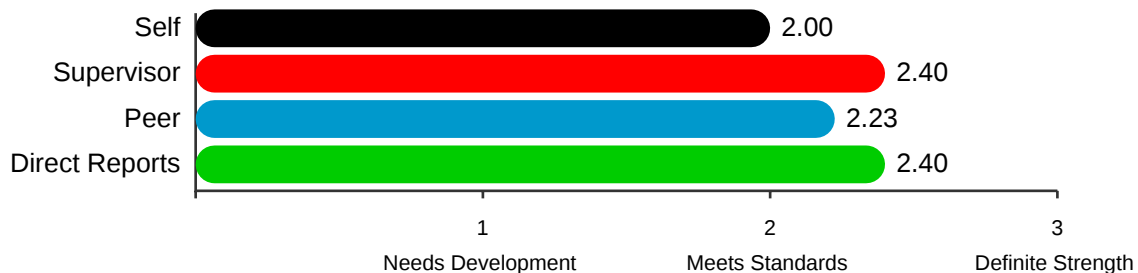
Definition:

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.



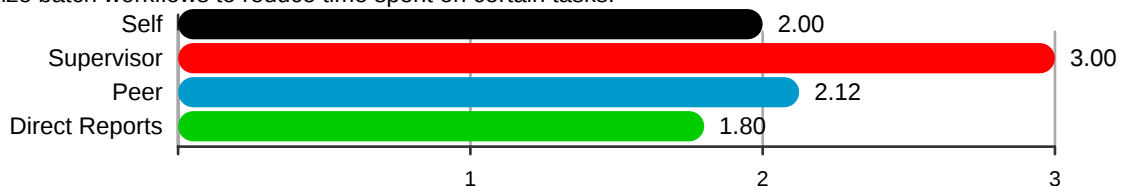
Scores on Each Item:

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

6. I prefer to utilize automated workflows.



7. You utilize batch workflows to reduce time spent on certain tasks.



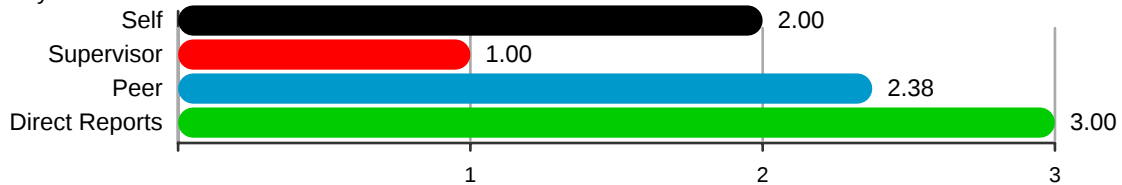
8. You are productive for the majority of time spent during the day.



9. I consistently meet production deadlines.



10. I proactively address crucial matters.



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
6. I prefer to utilize automated workflows.	15	2.13	33.3	20%	47%	33%
7. You utilize batch workflows to reduce time spent on certain tasks.	15	2.07	26.7	20%	53%	27%
8. You are productive for the majority of time spent during the day.	15	2.33	40.0	7%	53%	40%
9. I consistently meet production deadlines.	15	2.40	53.3	13%	33%	53%
10. I proactively address crucial matters.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is an excellent Director.
- She uses the strengths of everyone around her to get the best solutions possible.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She is very professional and caring in her job
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.

Interpersonal Skills

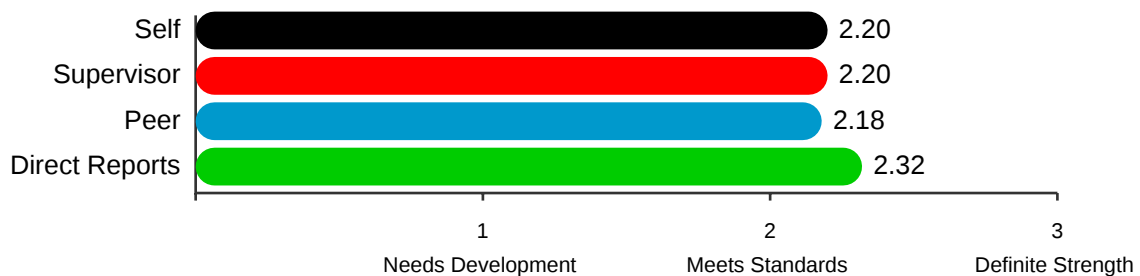
Definition:

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

Why this is Important:

Summary Scores:

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



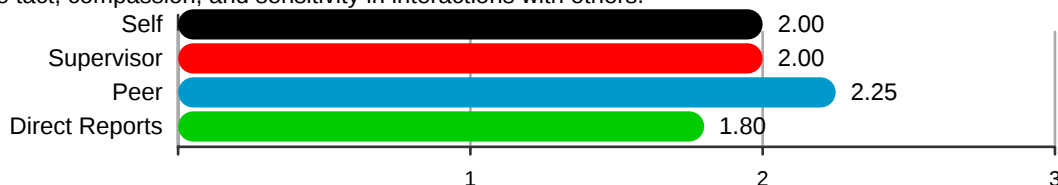
Scores on Each Item:

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

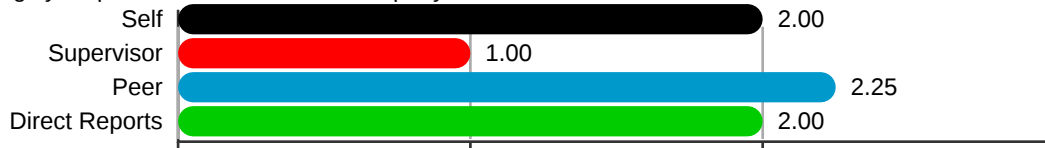
11. You believe honesty and integrity are core tenets of interpersonal relationships.



12. You use tact, compassion, and sensitivity in interactions with others.



13. I am a highly respected individual in the company.



14. You demonstrate good communication with colleagues and customers.



15. You are able to work with individuals at all levels of the company.



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 1 1	Meets Standards 2 2	Definite Strength 3 3
11. You believe honesty and integrity are core tenets of interpersonal relationships.	15	2.33	40.0	7%	53%	40%
12. You use tact, compassion, and sensitivity in interactions with others.	15	2.07	20.0	13%	67%	20%
13. I am a highly respected individual in the company.	15	2.07	26.7	20%	53%	27%
14. You demonstrate good communication with colleagues and customers.	15	2.27	40.0	13%	47%	40%
15. You are able to work with individuals at all levels of the company.	14	2.43	50.0	7%	43%	50%

Comments:

- She is always collaborative in her approach, and makes good decisions.
- ___ 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.
- ___ has a strong knowledge base and willingly shares information.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.

Communication Skills

Definition:

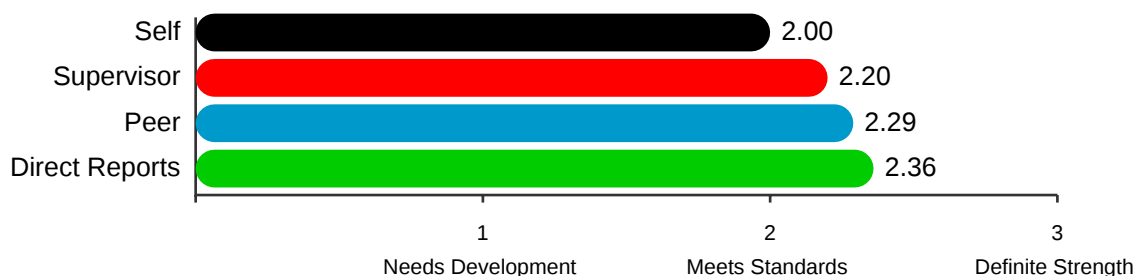
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse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

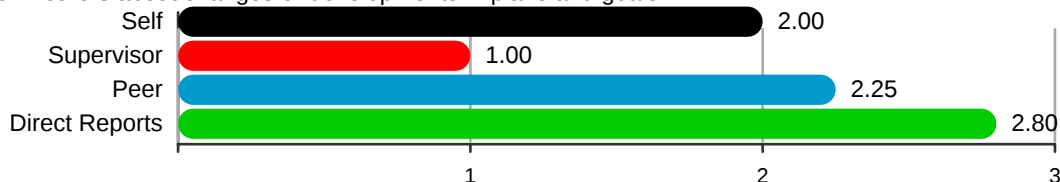
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. You inform others about changes or developments in plans and goals.



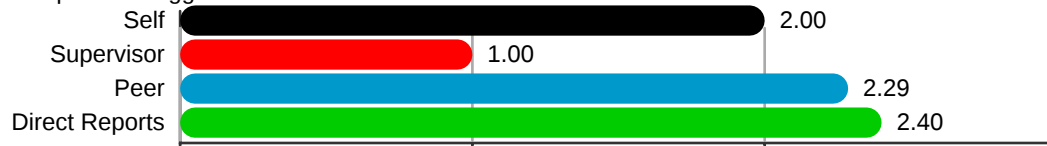
17. You communicate with department leadership



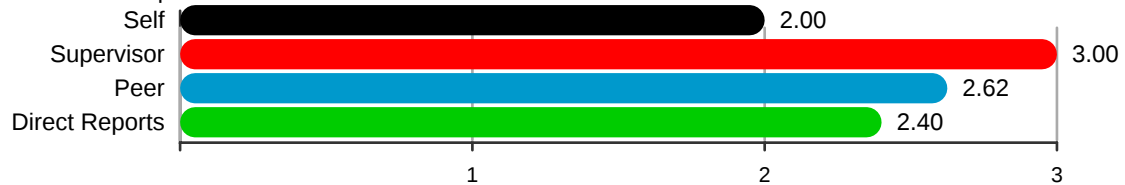
18. I transform complicated ideas into simple ones.



19. I welcome input and suggestions from others.



20. You deliver influential presentations.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1 Meets Standards 2 2 Definite Strength 3 3		
16. You inform others about changes or developments in plans and goals.	15	2.33	46.7	13%	40%	47%
17. You communicate with department leadership	15	2.33	40.0	7%	53%	40%
18. I transform complicated ideas into simple ones.	14	2.00	14.3	14%	71%	14%
19. I welcome input and suggestions from others.	14	2.21	42.9	21%	36%	43%
20. You deliver influential presentations.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- She has a vast storehouse of knowledge about the facility and our policies.
- Does excellent job, always.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- She is very responsive when asked for input or her assistance is requested.

Flexibility

Definition:

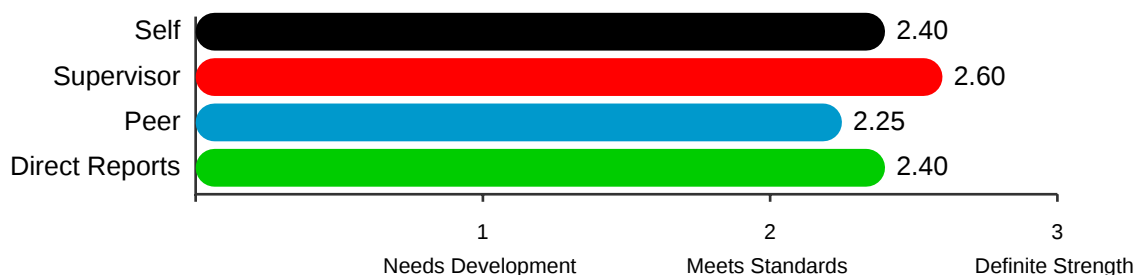
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes 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.

21. You can handle changes without complaining.



22. I am agile and versatile when responding to critical issues.



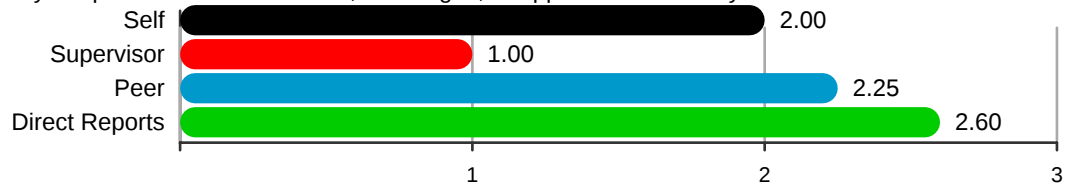
23. I am flexible to manage uncertain changes in technology.



24. I change strategies based on new information.



25. You quickly adapt to new circumstances, challenges, or opportunities as they arise.



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
21. You can handle changes without complaining.	15	2.60	66.7	7%	27%	67%
22. I am agile and versatile when responding to critical issues.	15	2.33	40.0	7%	53%	40%
23. I am flexible to manage uncertain changes in technology.	15	2.07	20.0	13%	67%	20%
24. I change strategies based on new information.	15	2.40	53.3	13%	33%	53%
25. You quickly adapt to new circumstances, challenges, or opportunities as they arise.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

Bias for Action

Definition:

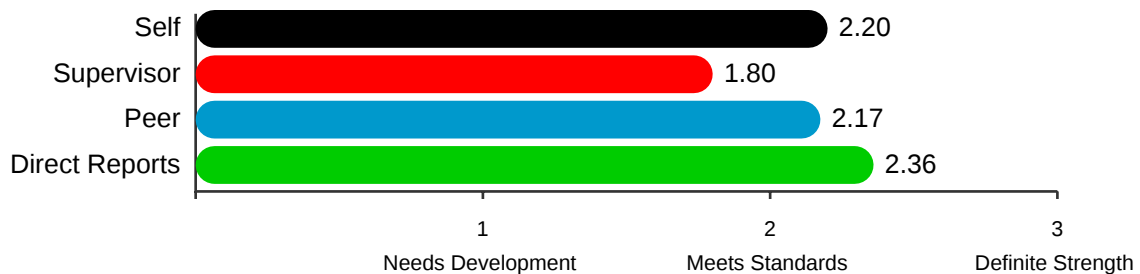
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and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

Why this is Important:

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

Summary Scores:

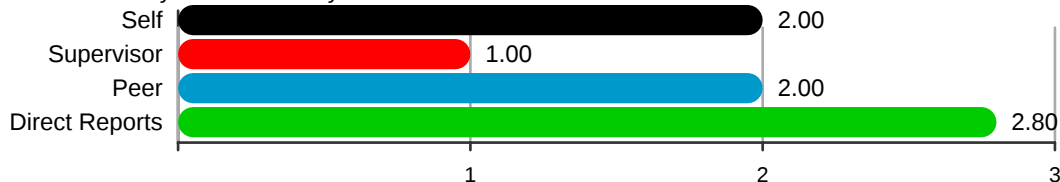
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. I make decisions swiftly and confidently.



27. You are someone who wants to do more work.



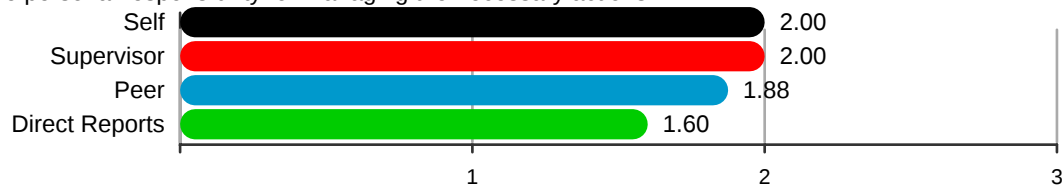
28. You are concerned about getting things done on time and within budget



29. You drive and mobilizes others progress toward goals.



30. You take personal responsibility for managing the necessary actions.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. I make decisions swiftly and confidently.	15	2.20	33.3	13%	53%	33%
27. You are someone who wants to do more work.	15	2.00	26.7	27%	47%	27%
28. You are concerned about getting things done on time and within budget	15	2.47	53.3	7%	40%	53%
29. You drive and mobilizes others progress toward goals.	15	2.60	60.0		40%	60%
30. You take personal responsibility for managing the necessary actions.	15	1.80	13.3	33%	53%	13%

Comments:

- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.
- Improve communication delivery. Acknowledge what others are saying.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- 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.

Emotional Intelligence

Definition:

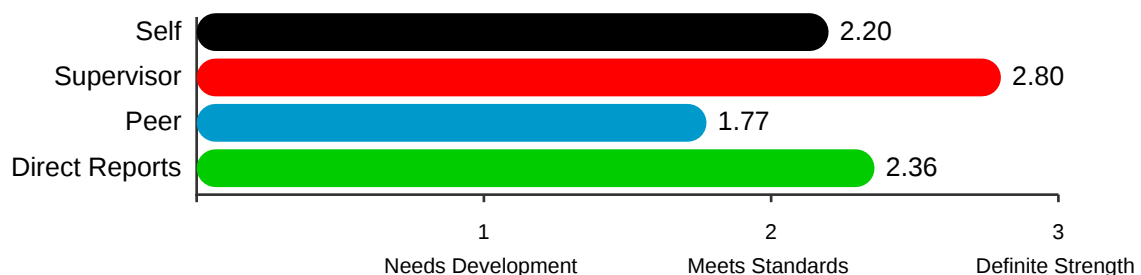
Ability to perceive, interpret, and understand the emotions of others.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

31. You are able to control your own emotions.



32. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.



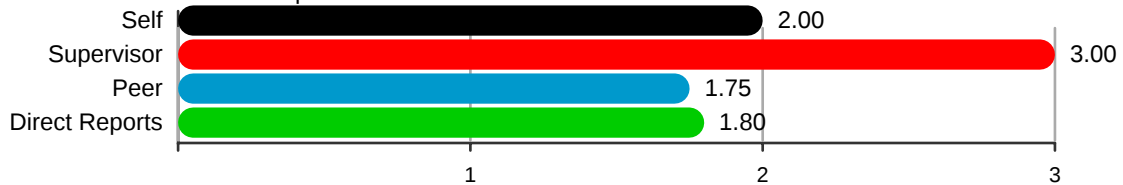
33. You are able to express yourself clearly.



34. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



35. You are able to understand others' points of view.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized 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
31. You are able to control your own emotions.	15	2.13	33.3	20%	47%	33%
32. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.13	33.3	20%	47%	33%
33. You are able to express yourself clearly.	15	2.07	33.3	27%	40%	33%
34. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.13	26.7	13%	60%	27%
35. You are able to understand others' points of view.	15	1.87	20.0	33%	47%	20%

Comments:

- She is in an often times impossible position and is doing well all things considered
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- Confidence is the only thing I think she needs to improve on.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- ___ is by far a leader in the service area.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

Managing Performance

Definition:

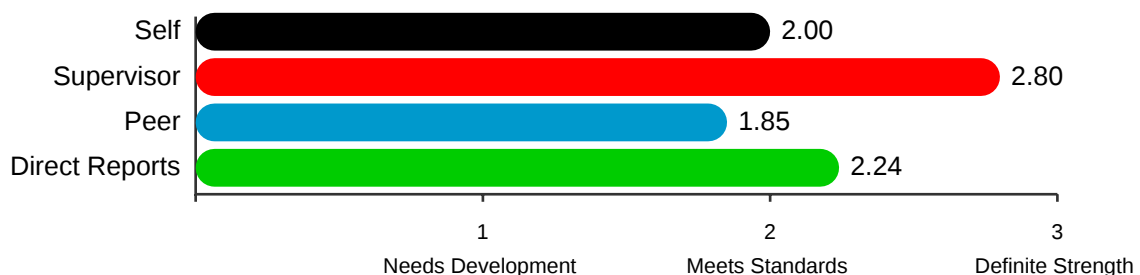
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why this is Important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

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. I use existing performance frameworks to define measures of performance.



37. You make sure commitments are understood and met.



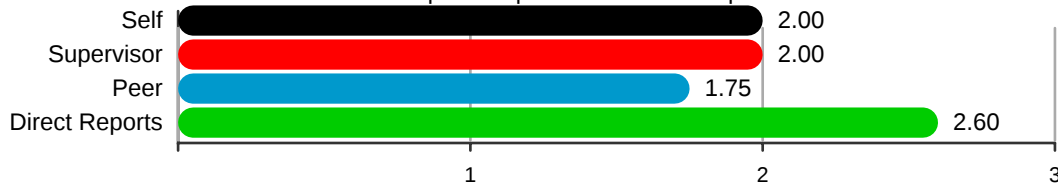
38. I convey expectations for meeting performance metrics.



39. You acknowledge employee contributions that support the bottom line.



40. You ensure team members receive rewards for positive performance accomplishments.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. I use existing performance frameworks to define measures of performance.	15	1.87	20.0	33%	47%	20%
37. You make sure commitments are understood and met.	15	1.93	13.3	20%	67%	13%
38. I convey expectations for meeting performance metrics.	15	2.07	33.3	27%	40%	33%
39. You acknowledge employee contributions that support the bottom line.	15	2.33	33.3		67%	33%
40. You ensure team members receive rewards for positive performance accomplishments.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
-

We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.

Responsible

Definition:

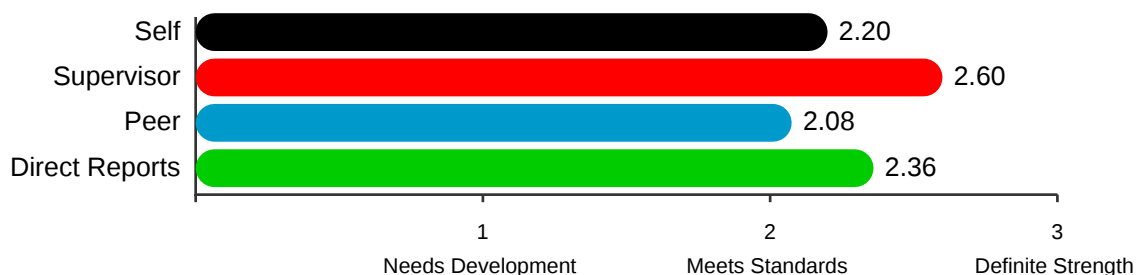
Takes responsibility for actions and sets a good example for others.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. You set high personal standards of performance.



42. You complete assigned work tasks.



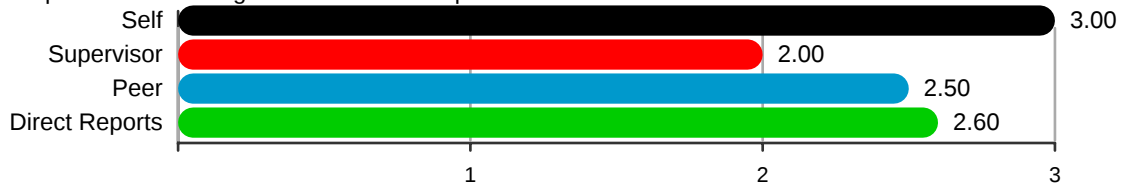
43. Your behavior is ethical and honest.



44. You work in a way that makes others want to work with you.



45. You are responsible for setting the vision of the department.



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
41. You set high personal standards of performance.	15	2.00	26.7	27%	47%	27%
42. You complete assigned work tasks.	15	2.13	33.3	20%	47%	33%
43. Your behavior is ethical and honest.	15	2.20	40.0	20%	40%	40%
44. You work in a way that makes others want to work with you.	15	2.20	26.7	7%	67%	27%
45. You are responsible for setting the vision of the department.	15	2.53	60.0	7%	33%	60%

Comments:

- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- I can't think of a single thing ___ could improve upon.
- ___ is a very effective leader and excellent communicator.
- She is effective and her knowledge of processes is invaluable.
- Under her leadership, the department teams have become very cohesive.
- ___ is a strong advocate for both the customer and staff.

Strategic Insight

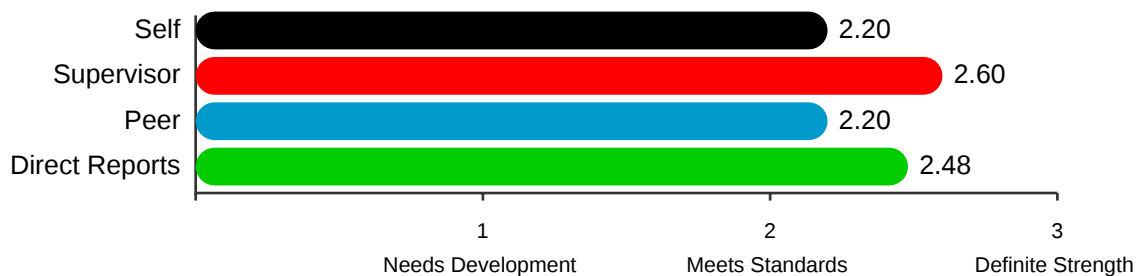
Definition:

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

Why this is Important:

Summary Scores:

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



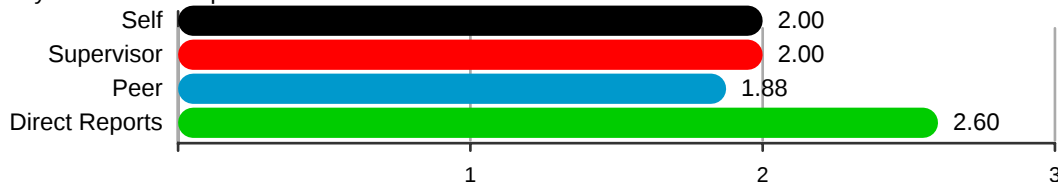
Scores on Each Item:

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

46. You create strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.



47. You identify root causes of problems.



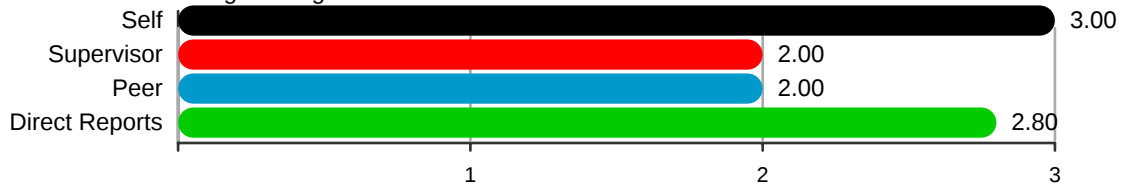
48. I develop a strategic vision for the future.



49. You maintain knowledge of current trends in the industry.



50. You meet with customers to gain insight into their core needs and how best to serve them.



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
46. You create strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.	15	2.27	26.7		73%	27%
47. You identify root causes of problems.	15	2.13	26.7	13%	60%	27%
48. I develop a strategic vision for the future.	15	2.40	40.0		60%	40%
49. You maintain knowledge of current trends in the industry.	15	2.47	46.7		53%	47%
50. You meet with customers to gain insight into their core needs and how best to serve them.	15	2.33	46.7	13%	40%	47%

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- ___'s management style is excellent.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.

Global Perspective

Definition:

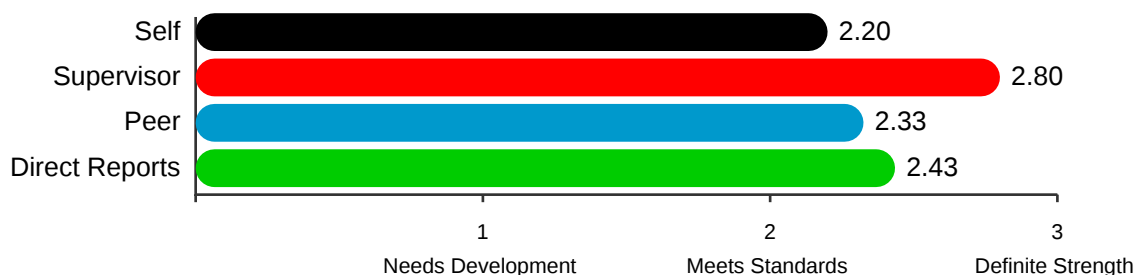
Maintains a global perspective on business functions and strategies.

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.

51. You demonstrate working knowledge of global transactions.



52. You align personal vision with global strategies.



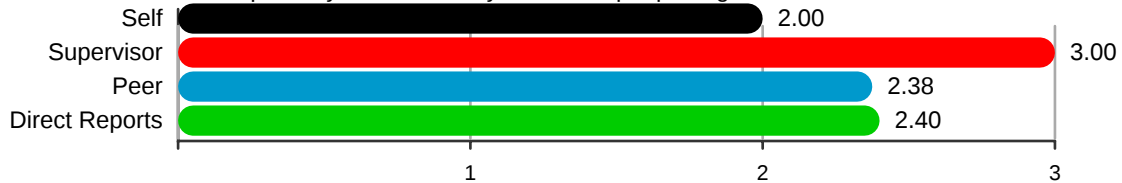
53. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.



54. You build working relationships with others across cultures.



55. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



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
51. You demonstrate working knowledge of global transactions.	14	2.21	28.6	7%	64%	29%
52. You align personal vision with global strategies.	14	2.29	42.9	14%	43%	43%
53. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	2.53	53.3		47%	53%
54. You build working relationships with others across cultures.	15	2.47	46.7		53%	47%
55. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	2.40	40.0		60%	40%

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- I really appreciate her.
- Takes complete ownership of role and looks for ways to assist teammates.
- ___ is consistent in her messaging about how we best serve the customers.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- ___ has done a wonderful job in supporting her team and making herself available.