



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.

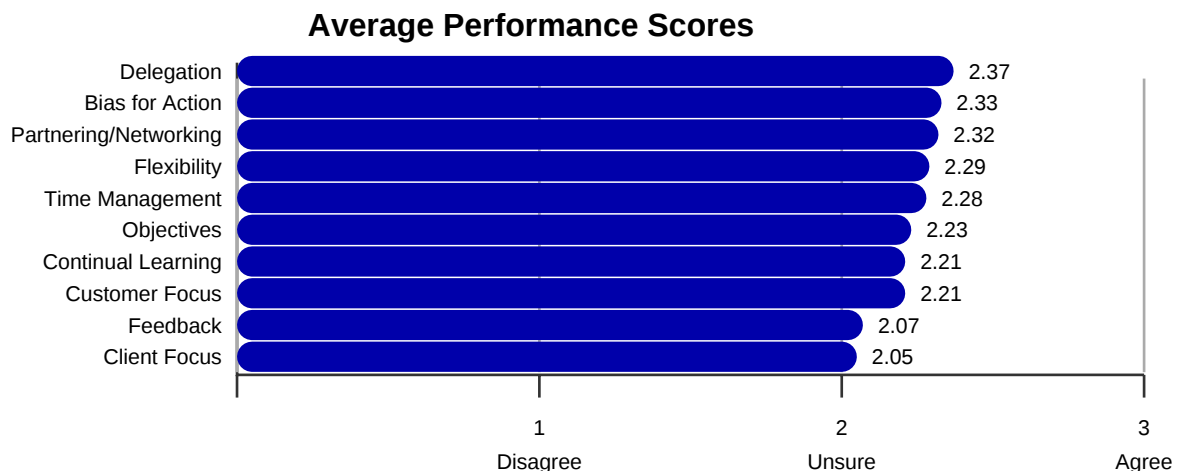
What to Do with Your Feedback

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.



Delegation

Definition:

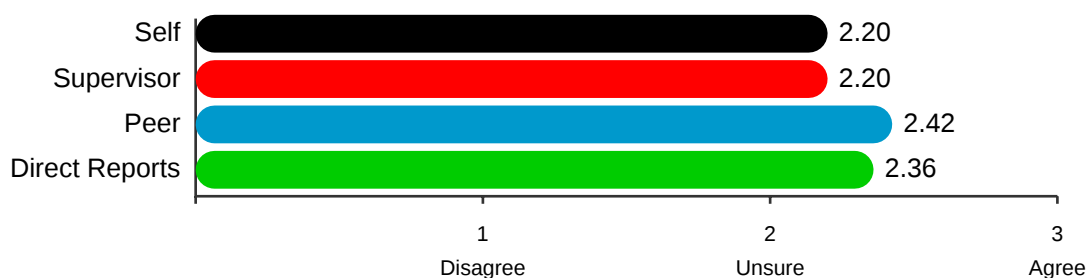
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective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

Why this is Important:

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

Summary Scores:

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



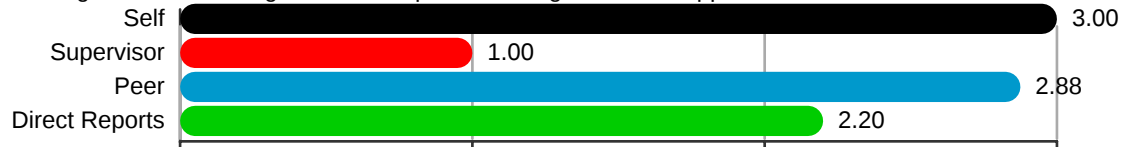
Scores on Each Item:

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

1. Delegates responsibility to employees, allowing them to handle tasks independently.



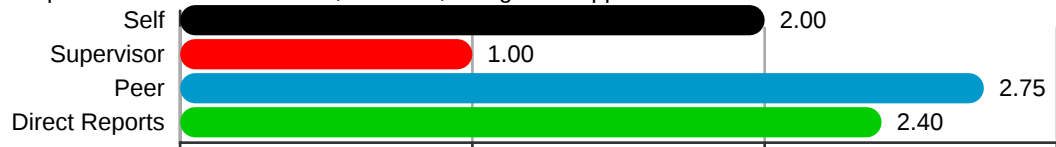
2. Connects delegated tasks to long-term career paths and organizational opportunities.



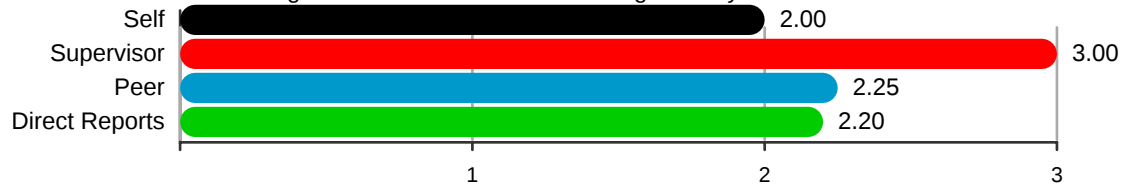
3. Selects appropriate individuals to complete tasks.



4. Assigns responsibilities based on skills, interests, and growth opportunities-not favoritism or bias.



5. Engages team members in defining tasks to enhance understanding and buy-in.



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. Delegates responsibility to employees, allowing them to handle tasks independently.	15	2.27	33.3	7%	60%	33%
2. Connects delegated tasks to long-term career paths and organizational opportunities.	15	2.53	73.3	20%	7%	73%
3. Selects appropriate individuals to complete tasks.	15	2.33	40.0	7%	53%	40%
4. Assigns responsibilities based on skills, interests, and growth opportunities-not favoritism or bias.	15	2.47	53.3	7%	40%	53%
5. Engages team members in defining tasks to enhance understanding and buy-in.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- He exhibits vision, compassion and high integrity in all of his work.
- He clearly assigns our responsibilities by our individual strengths.
- _____ is the consummate professional and pleasure to work with.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- _____ consistently asks how the day is going, if he can help us at all.

Time Management

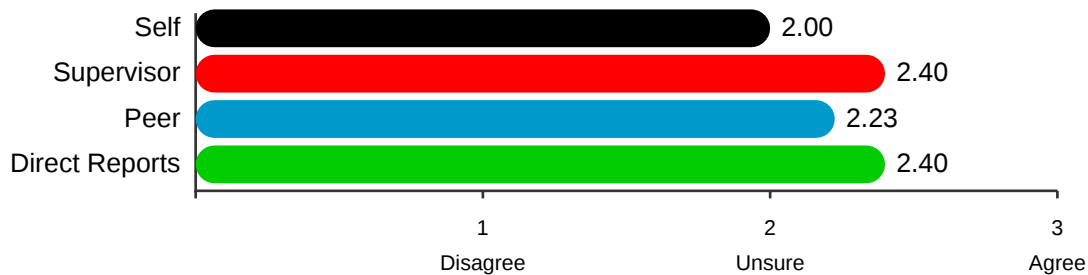
Definition:

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.



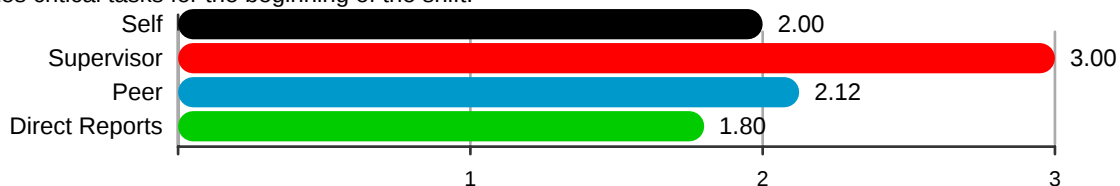
Scores on Each Item:

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

6. Often works through lunches instead of going out for lunches.



7. Prioritizes critical tasks for the beginning of the shift.



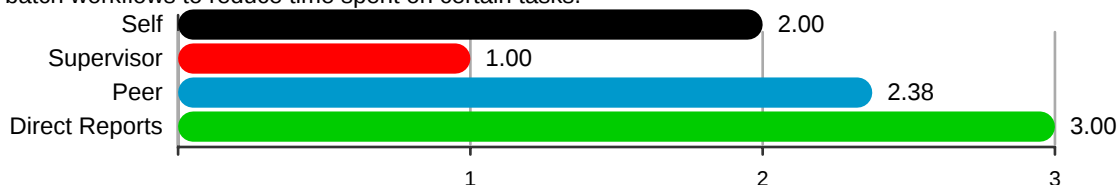
8. Processes items in the inbox instead of letting them accumulate.



9. Consistently meets the project schedule.



10. Utilizes batch workflows to reduce time spent on certain tasks.



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. Often works through lunches instead of going out for lunches.	15	2.13	33.3	20%	47%	33%
7. Prioritizes critical tasks for the beginning of the shift.	15	2.07	26.7	20%	53%	27%
8. Processes items in the inbox instead of letting them accumulate.	15	2.33	40.0	7%	53%	40%
9. Consistently meets the project schedule.	15	2.40	53.3	13%	33%	53%
10. Utilizes batch workflows to reduce time spent on certain tasks.	15	2.47	60.0	13%	27%	60%

Comments:

- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- I believe I need to give him a chance to get into his position.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- He has been a great addition to the department in this area.
- _____ is a steady leader who maintains his objectivity during stressful times.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.

Objectives

Definition:

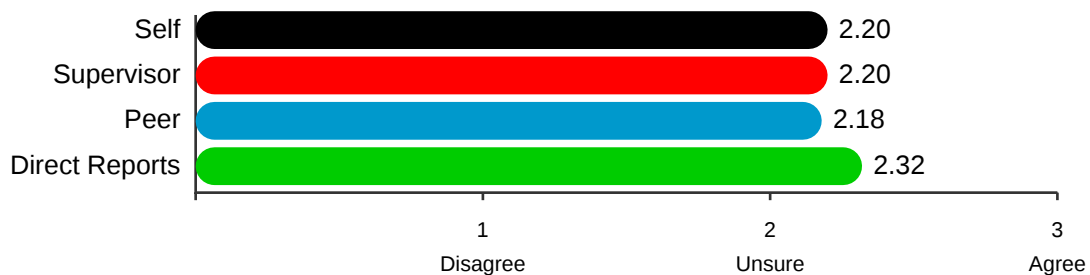
Establishes and completes objectives.

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.



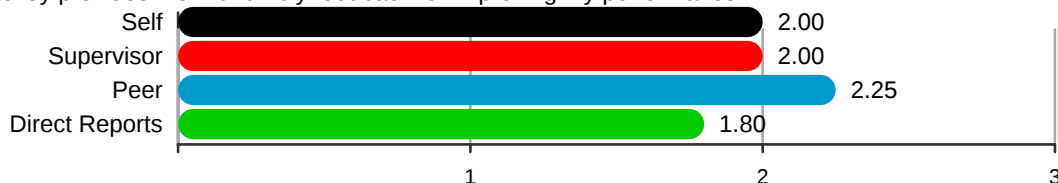
Scores on Each Item:

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

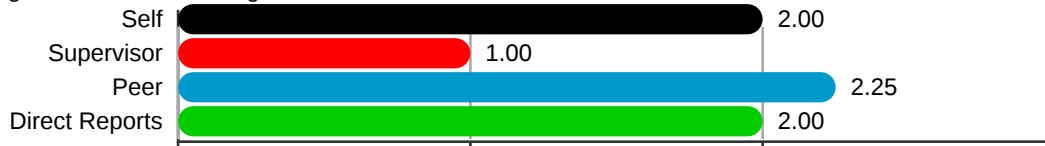
11. Communicates goals and objectives to employees.



12. Consistently provides me with timely feedback for improving my performance.



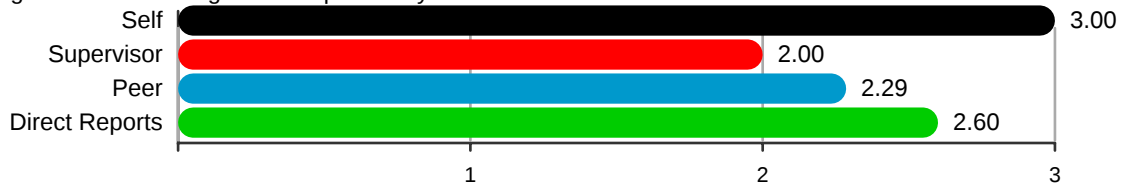
13. Sets long-term and short-term goals.



14. Effectively organizes resources and plans



15. Encourages me to take on greater responsibility.



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. Communicates goals and objectives to employees.	15	2.33	40.0	7%	53%	40%
12. Consistently provides me with timely feedback for improving my performance.	15	2.07	20.0	13%	67%	20%
13. Sets long-term and short-term goals.	15	2.07	26.7	20%	53%	27%
14. Effectively organizes resources and plans	15	2.27	40.0	13%	47%	40%
15. Encourages me to take on greater responsibility.	14	2.43	50.0	7%	43%	50%

Comments:

- He has also greatly improved his communication.
- Demonstrates an ability to remain focused on outcomes.
- Job performance is excellent. Lucky to have _____ on our team.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!

Flexibility

Definition:

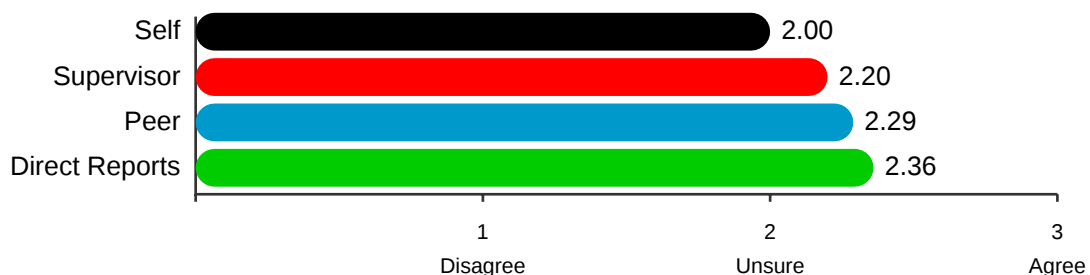
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes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

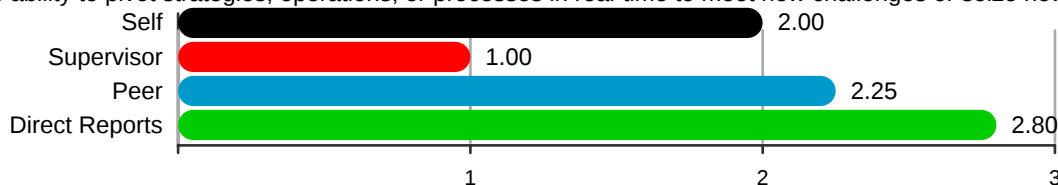
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Has the ability to pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.



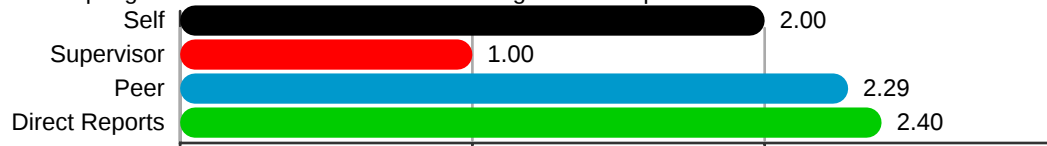
17. Innovates skills and modifies behaviors to remain flexible in addressing important issues.



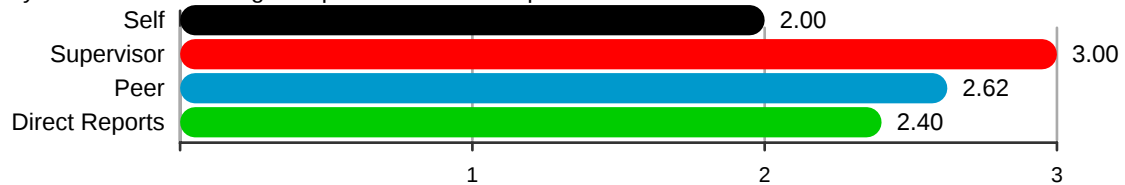
18. Able to make changes to their leadership style after receiving constructive feedback through the performance review.



19. Capable of adapting workflows to accommodate new regulations or policies.



20. Can easily accommodate changes in personnel of the department.



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. Has the ability to pivot strategies, operations, or processes in real-time to meet new challenges or seize new opportunities.	15	2.33	46.7	13%	40%	47%
17. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	15	2.33	40.0	7%	53%	40%
18. Able to make changes to their leadership style after receiving constructive feedback through the performance review.	14	2.00	14.3	14%	71%	14%
19. Capable of adapting workflows to accommodate new regulations or policies.	14	2.21	42.9	21%	36%	43%
20. Can easily accommodate changes in personnel of the department.	15	2.53	60.0	7%	33%	60%

Comments:

- He guides, influences, supports, facilitates his team towards the achievement of goals.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- Don't be afraid to ask questions when stuck on a task.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.

Bias for Action

Definition:

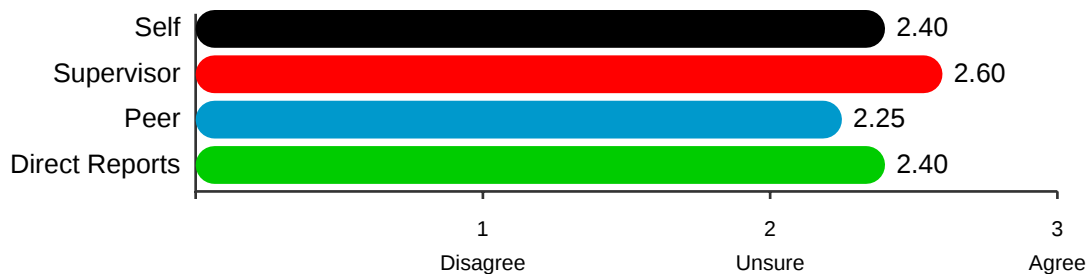
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and 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.

21. Establishes clear procedures and best practices to minimize the likelihood of problems occurring.



22. Converts the strategic plan into action



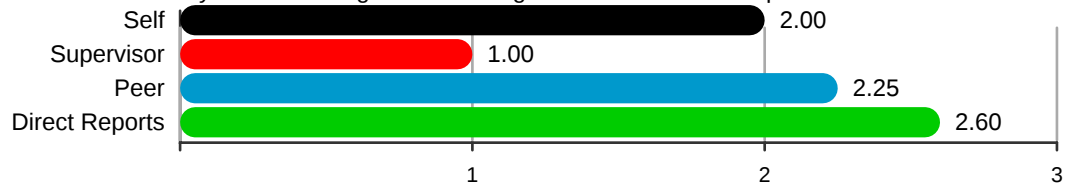
23. Is reliable and dependable taking on responsibilities for work in the department.



24. Has the confidence to make decisions independently when necessary, without always seeking approval.



25. Assumes full accountability for overseeing and executing the essential tasks required to achieve the desired outcomes.



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
21. Establishes clear procedures and best practices to minimize the likelihood of problems occurring.	15	2.60	66.7	7%	27%	67%
22. Converts the strategic plan into action	15	2.33	40.0	7%	53%	40%
23. Is reliable and dependable taking on responsibilities for work in the department.	15	2.07	20.0	13%	67%	20%
24. Has the confidence to make decisions independently when necessary, without always seeking approval.	15	2.40	53.3	13%	33%	53%
25. Assumes full accountability for overseeing and executing the essential tasks required to achieve the desired outcomes.	15	2.27	53.3	27%	20%	53%

Comments:

- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- _____ is very clear about his expectations and I appreciate this.
- _____, more than most, takes what we've learned and implements changes.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- He is an excellent Manager!

Continual Learning

Definition:

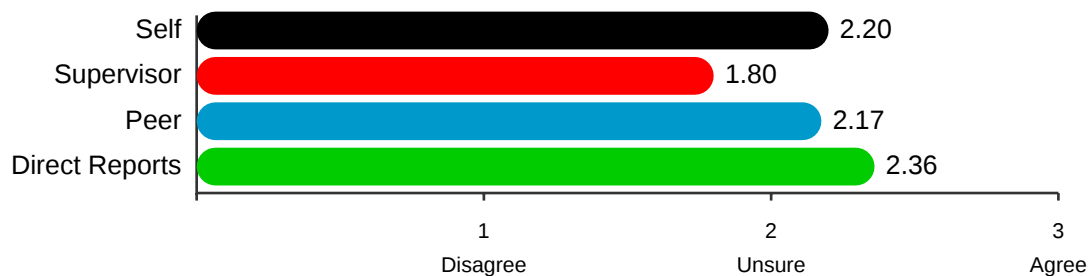
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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:

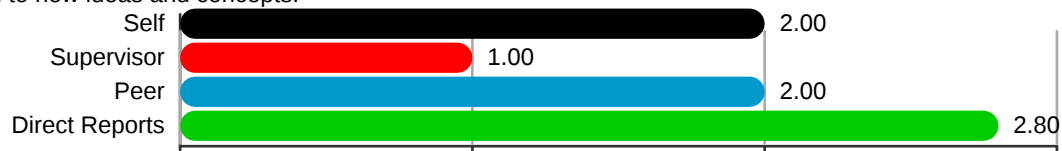
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Is open to new ideas and concepts.



27. Builds on their strengths while addressing their weaknesses.



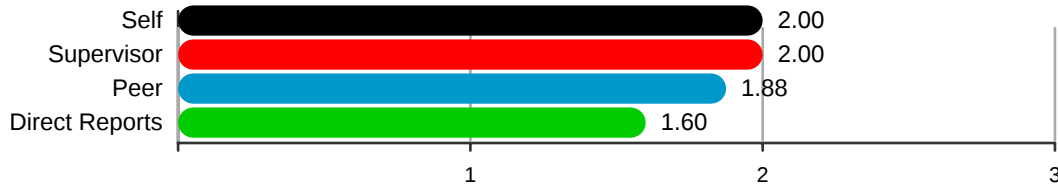
28. Shares best practices with others and learns from others.



29. Views setbacks as opportunities to learn from.



30. Improves on their skill sets.



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. Is open to new ideas and concepts.	15	2.20	33.3	13%	53%	33%
27. Builds on their strengths while addressing their weaknesses.	15	2.00	26.7	27%	47%	27%
28. Shares best practices with others and learns from others.	15	2.47	53.3	7%	40%	53%
29. Views setbacks as opportunities to learn from.	15	2.60	60.0		40%	60%
30. Improves on their skill sets.	15	1.80	13.3	33%	53%	13%

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- His focus is for quality that is customer centered.
- I love how he is always open to approach with any questions I have, no matter the hour.

Feedback

Definition:

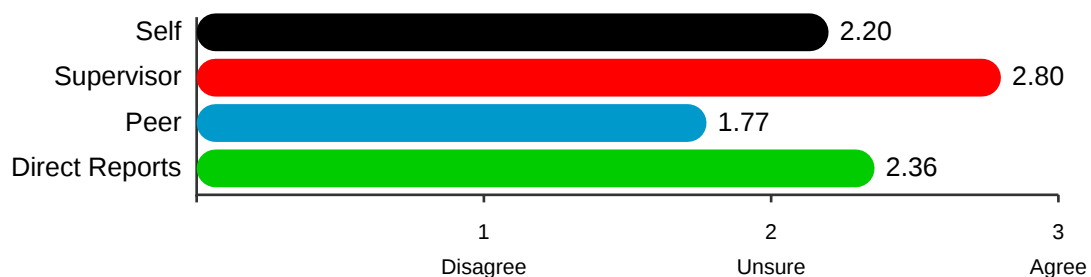
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while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

31. Creates an environment that encourages open communication, mutual respect, and continuous improvement to facilitate effective feedback between managers and their employees.



32. Explores alternative perspectives or interpretations of feedback to broaden self-awareness.



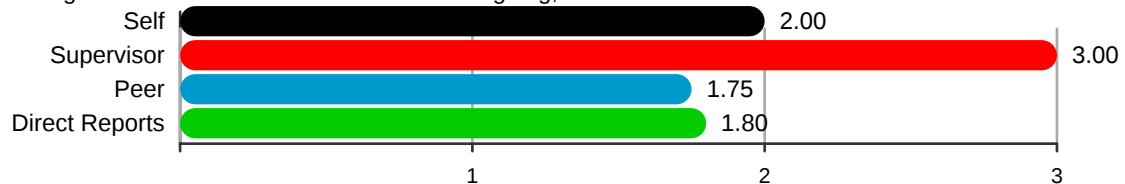
33. Offers guidance to assist employees in adjusting their behaviors to enhance performance.



34. Is open to receiving feedback.



35. Schedules regular check-ins to ensure feedback is ongoing, even between formal reviews.



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. Creates an environment that encourages open communication, mutual respect, and continuous improvement to facilitate effective feedback between managers and their employees.	15	2.13	33.3	20%	47%	33%
32. Explores alternative perspectives or interpretations of feedback to broaden self-awareness.	15	2.13	33.3	20%	47%	33%
33. Offers guidance to assist employees in adjusting their behaviors to enhance performance.	15	2.07	33.3	27%	40%	33%
34. Is open to receiving feedback.	15	2.13	26.7	13%	60%	27%
35. Schedules regular check-ins to ensure feedback is ongoing, even between formal reviews.	15	1.87	20.0	33%	47%	20%

Comments:

- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- He keeps focused on things that are important for his department to run smoothly.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- He provided coaching and support to improve this individual's performance.

Client Focus

Definition:

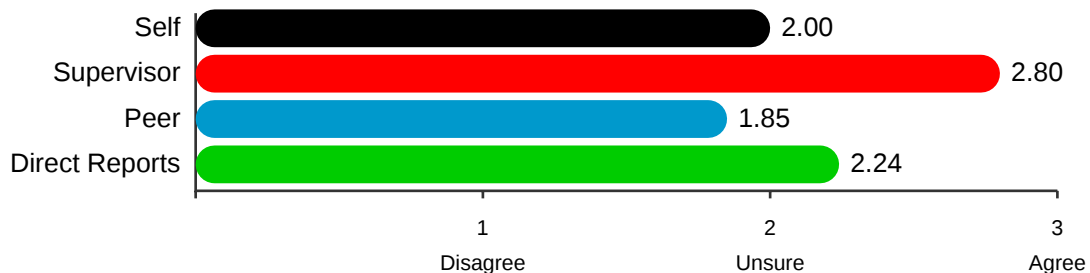
Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

Why this is Important:

Client focus is essential for organizations because it fosters strong relationships, drives customer satisfaction, and ensures long-term business success. By proactively addressing client needs, delivering customized solutions, and maintaining open communication, companies build trust and loyalty while enhancing their competitive advantage. A client-centric approach leads to continuous improvement, positive interactions, and a reputation for excellence, ensuring sustained growth and customer retention.

Summary Scores:

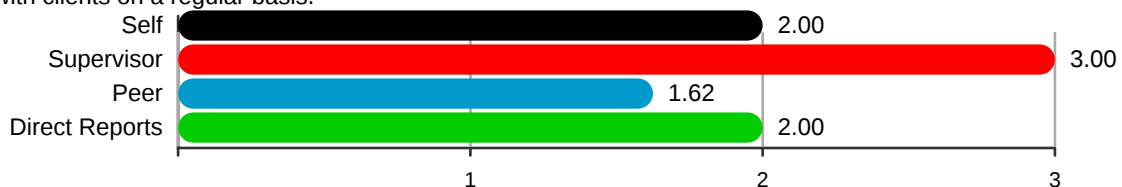
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. Meets with clients on a regular basis.



37. Engages with clients on multiple levels.



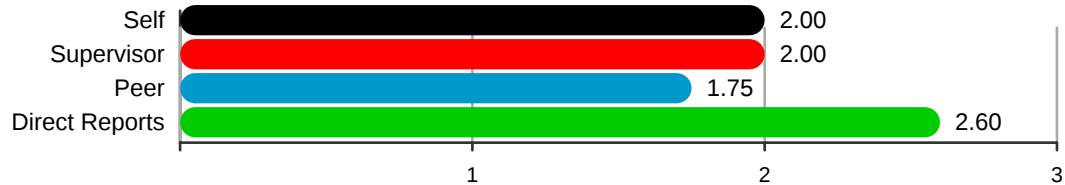
38. Accepts responsibility for ensuring client satisfaction.



39. Builds products that meet the unique needs of each client.



40. Delivers on commitments made to clients.



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. Meets with clients on a regular basis.	15	1.87	20.0	33%	47%	20%
37. Engages with clients on multiple levels.	15	1.93	13.3	20%	67%	13%
38. Accepts responsibility for ensuring client satisfaction.	15	2.07	33.3	27%	40%	33%
39. Builds products that meet the unique needs of each client.	15	2.33	33.3		67%	33%
40. Delivers on commitments made to clients.	15	2.07	33.3	27%	40%	33%

Comments:

- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ promotes and encourages teambuilding throughout the entire department.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- He removes barriers so that we can do our job to the best of our ability.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.

Customer Focus

Definition:

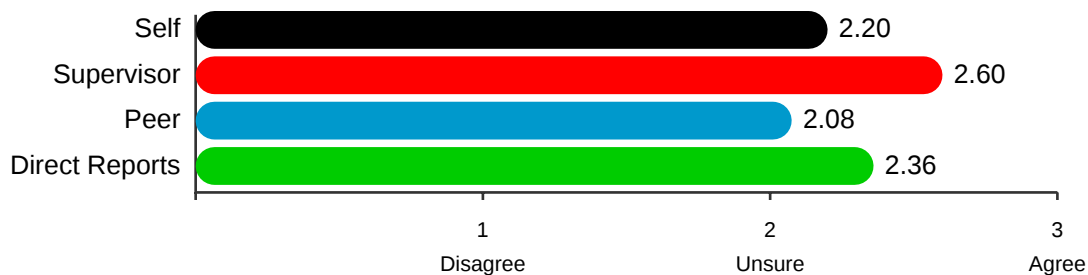
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

Why this is Important:

Customer Focus is essential to organizational success because it builds trust, drives loyalty, and creates meaningful customer experiences that lead to repeat business and positive reputation. By actively listening, anticipating needs, and delivering tailored solutions with urgency and empathy, employees foster long-term relationships and consistently exceed expectations. A customer-focused culture encourages continuous improvement, innovation, and accountability--turning feedback into actionable insights and aligning service with evolving customer demands. When modeled across teams, Customer Focus becomes a strategic advantage that elevates performance, strengthens brand identity, and positions the organization as a leader in service excellence.

Summary Scores:

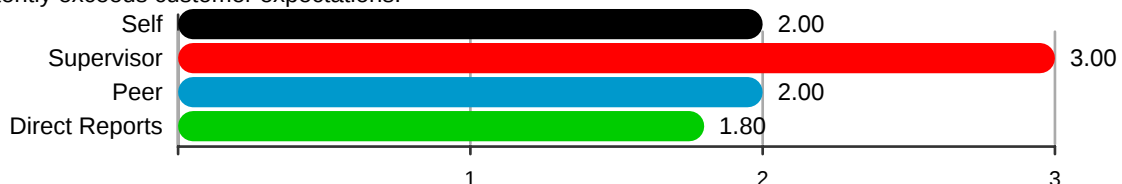
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Consistently exceeds customer expectations.



42. Spots emerging customer trends and responds quickly?



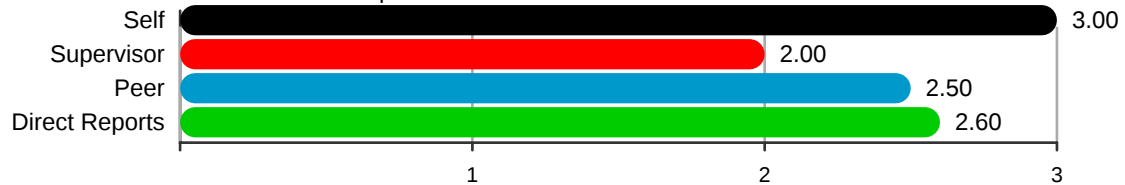
43. Provides training to others on how to improve customer service.



44. Accepts responsibility for ensuring customer satisfaction.



45. Ensures all customer commitments and requirements are met or exceeded.



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. Consistently exceeds customer expectations.	15	2.00	26.7	27%	47%	27%
42. Spots emerging customer trends and responds quickly?	15	2.13	33.3	20%	47%	33%
43. Provides training to others on how to improve customer service.	15	2.20	40.0	20%	40%	40%
44. Accepts responsibility for ensuring customer satisfaction.	15	2.20	26.7	7%	67%	27%
45. Ensures all customer commitments and requirements are met or exceeded.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- _____ has been eager to learn his new position and is transitioning well.
- I appreciate _____'s willingness to share his knowledge with our team.
- Having a routine for schedule and coming to office more frequently
- He is very supportive of cross training and learning new skills.

Partnering/Networking

Definition:

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication.

Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

Why this is Important:

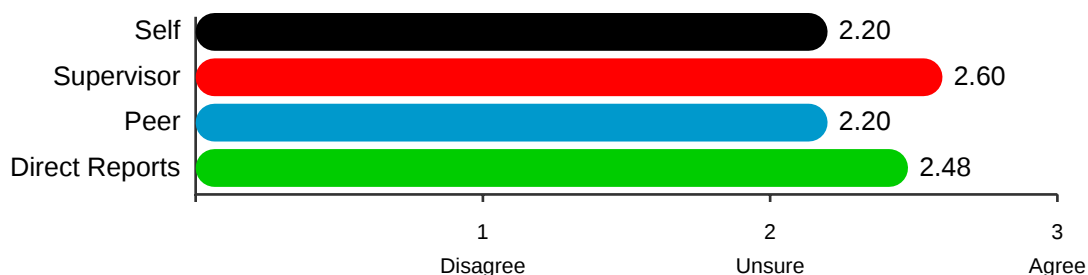
Partnering/Networking is essential for organizations and companies because it fosters collaboration, drives innovation, and enhances strategic opportunities. By building alliances, expanding professional networks, and forming meaningful relationships, businesses can access new markets, share resources, and exchange valuable industry knowledge. These connections enable organizations to strengthen their competitive edge, optimize workflow efficiency, and ensure trust and commitment in long-term partnerships.

Additionally, effective partnering and networking promote adaptability and resilience by aligning interests, resolving conflicts, and facilitating agreements that support mutual success. Strong partnerships create an ecosystem where organizations can leverage complementary strengths, exchange information, and navigate complex challenges with greater agility. Through continuous engagement with industry leaders, professional associations, and cross-functional teams, companies can anticipate trends, refine strategies, and remain at the forefront of their industries.

Ultimately, organizations thrive when they cultivate relationships built on transparency, mutual learning, and shared goals. Networking unlocks new business opportunities, enhances operational efficiency, and reinforces a culture of strategic collaboration. By embracing partnering and networking as a core function, companies position themselves for sustainable growth, innovation, and long-term success in a rapidly evolving business landscape.

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. Strengthens the contacts with other departments.



47. Provides expertise that may be lacking in other partners or other parts of the network.



48. Leverages core competencies of partners to the benefit of both parties.



49. Develops trust in others to form partnerships and networks.



50. Establishes regular check-ins to ensure alignment and address any emerging issues.



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. Strengthens the contacts with other departments.	15	2.27	26.7		73%	27%
47. Provides expertise that may be lacking in other partners or other parts of the network.	15	2.13	26.7	13%	60%	27%
48. Leverages core competencies of partners to the benefit of both parties.	15	2.40	40.0		60%	40%
49. Develops trust in others to form partnerships and networks.	15	2.47	46.7		53%	47%
50. Establishes regular check-ins to ensure alignment and address any emerging issues.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Constantly working on improving the customer experience.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.