



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.

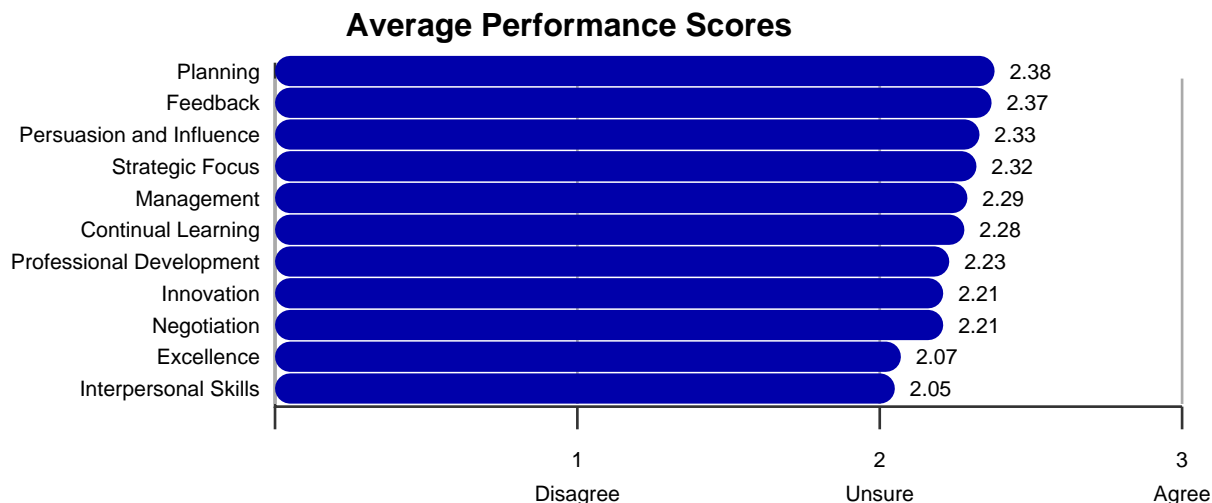
What to Do with Your Feedback

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.



Feedback

Definition:

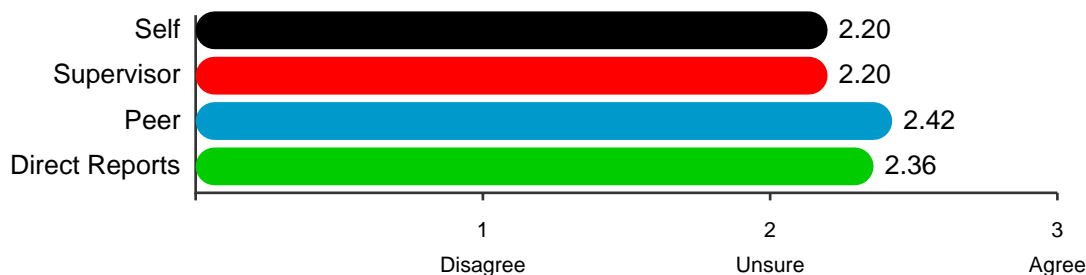
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while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



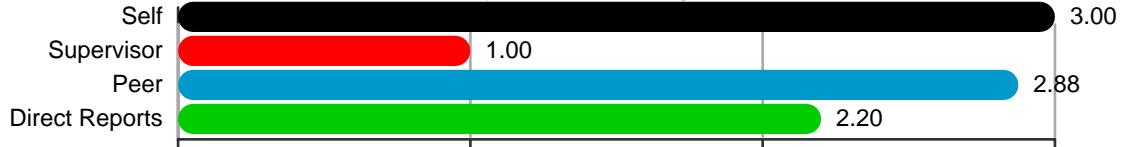
Scores on Each Item:

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

1. Embraces feedback with a growth mindset.



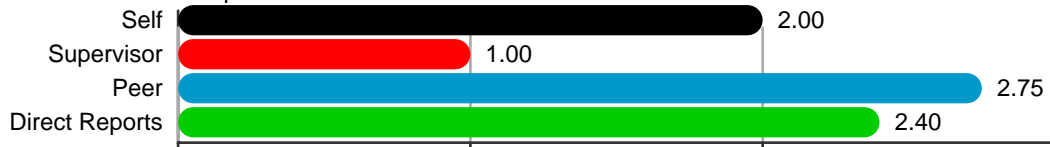
2. Summarizes or paraphrases the feedback to confirm your understanding.



3. Bases feedback on observable facts and behaviors, not personal opinions or emotions.



4. Seeks feedback to enhance performance.



5. Seeks feedback from team members, senior leaders, and external stakeholders.



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	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
1. Embraces feedback with a growth mindset.	15	2.27	33.3	7%	60%	33%
2. Summarizes or paraphrases the feedback to confirm your understanding.	15	2.53	73.3	20%	7%	73%
3. Bases feedback on observable facts and behaviors, not personal opinions or emotions.	15	2.33	40.0	7%	53%	40%
4. Seeks feedback to enhance performance.	15	2.47	53.3	7%	40%	53%
5. Seeks feedback from team members, senior leaders, and external stakeholders.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ is an outstanding manager.

Continual Learning

Definition:

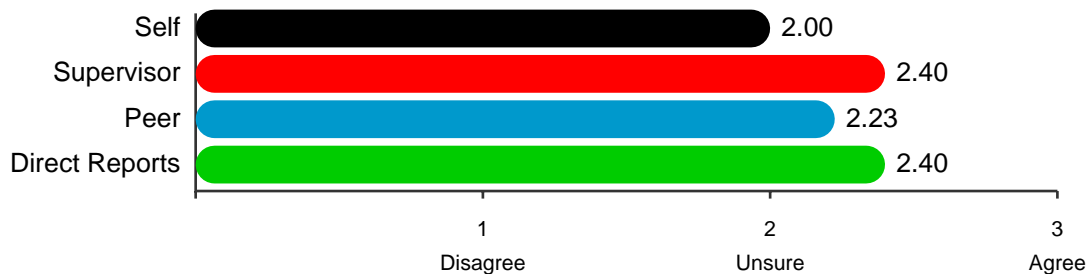
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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.



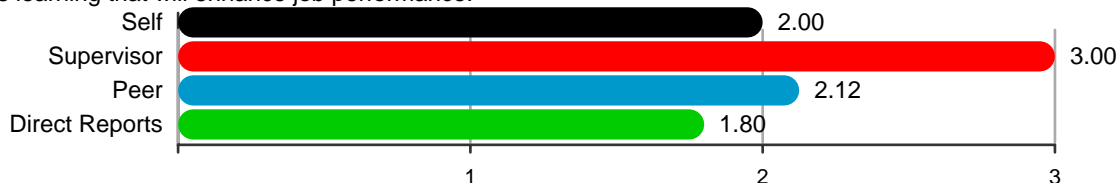
Scores on Each Item:

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

6. Builds on their strengths while addressing their weaknesses.



7. Pursues learning that will enhance job performance.



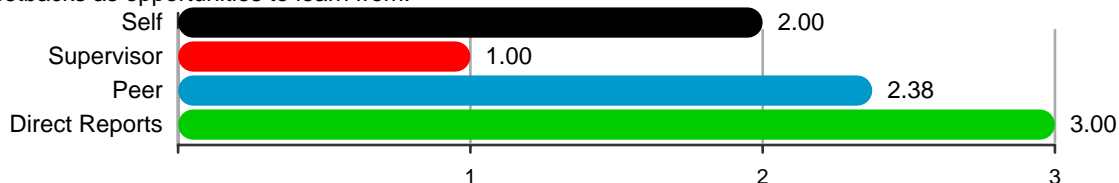
8. Pursues professional development opportunities when they arise.



9. Grasps new ideas, concepts, technical, or business knowledge.



10. Views setbacks as opportunities to learn from.



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. Builds on their strengths while addressing their weaknesses.	15	2.13	33.3	20%	47%	33%
7. Pursues learning that will enhance job performance.	15	2.07	26.7	20%	53%	27%
8. Pursues professional development opportunities when they arise.	15	2.33	40.0	7%	53%	40%
9. Grasps new ideas, concepts, technical, or business knowledge.	15	2.40	53.3	13%	33%	53%
10. Views setbacks as opportunities to learn from.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- Positive attitude.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- I work with ___ regularly and see her interactions with other leaders frequently.

Professional Development

Definition:

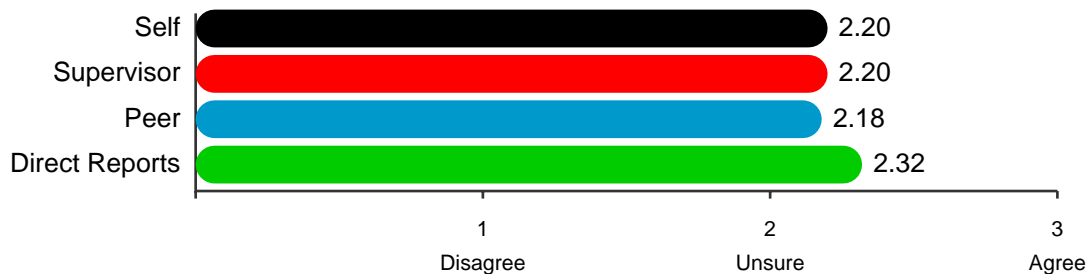
Improvement through specialized training and participating in advanced professional courses.

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.



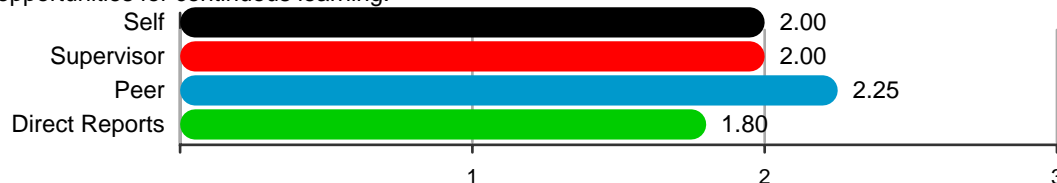
Scores on Each Item:

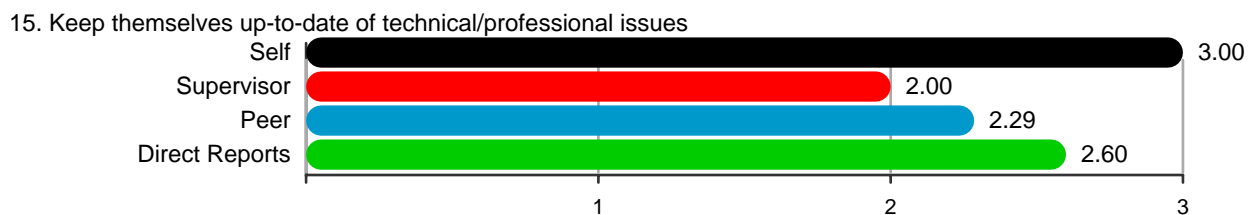
The scores for each of the items in this competency are shown below.

11. Quickly acquire and apply new knowledge and skills when needed



12. Seeks opportunities for continuous learning.





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	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
11. Quickly acquire and apply new knowledge and skills when needed	15	2.33	40.0	7%	53%	40%
12. Seeks opportunities for continuous learning.	15	2.07	20.0	13%	67%	20%
13. Encourages employees to take courses relevant to their job.	15	2.07	26.7	20%	53%	27%
14. Contributing fully to the extent of their skills	15	2.27	40.0	13%	47%	40%
15. Keep themselves up-to-date of technical/professional issues	14	2.43	50.0	7%	43%	50%

Comments:

- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ continues to be a wonderful boss and mentor.

Management

Definition:

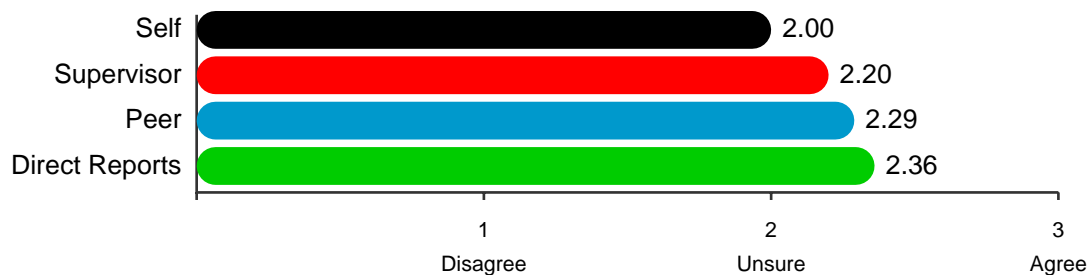
Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

Why this is Important:

Management is essential to organizations because it transforms strategic intent into coordinated action, ensuring that people, resources, and priorities are aligned toward meaningful goals. Through clear communication, consistent accountability, and timely feedback, managers create clarity, foster trust, and drive performance. By leading through example and empowering others, they cultivate a culture of ownership, innovation, and resilience--where individuals feel supported and motivated to contribute their best. Effective management not only delivers results but also builds the conditions for long-term growth, adaptability, and sustained organizational health.

Summary Scores:

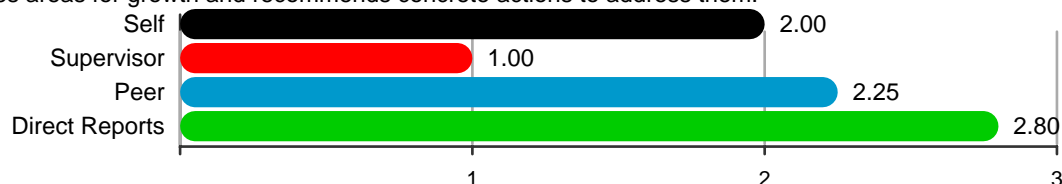
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Identifies areas for growth and recommends concrete actions to address them.



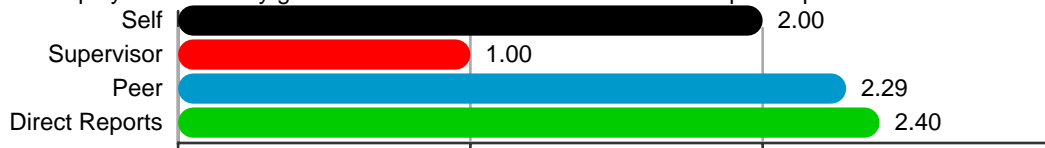
17. Defines the roles, responsibilities, required actions, and deadlines for team members.



18. Outlines the key measures for the project.



19. Works with employees to identify growth areas and create actionable development plans.



20. Creates growth opportunities for employees.



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	Response Percentages		
				Disagree 1 1	Unsure 2 2	Agree 3 3
16. Identifies areas for growth and recommends concrete actions to address them.	15	2.33	46.7	13%	40%	47%
17. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.33	40.0	7%	53%	40%
18. Outlines the key measures for the project.	14	2.00	14.3	14%	71%	14%
19. Works with employees to identify growth areas and create actionable development plans.	14	2.21	42.9	21%	36%	43%
20. Creates growth opportunities for employees.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- I appreciate her style and support.
- She will sit down with all parties involved before she makes a decision.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.

Persuasion and Influence

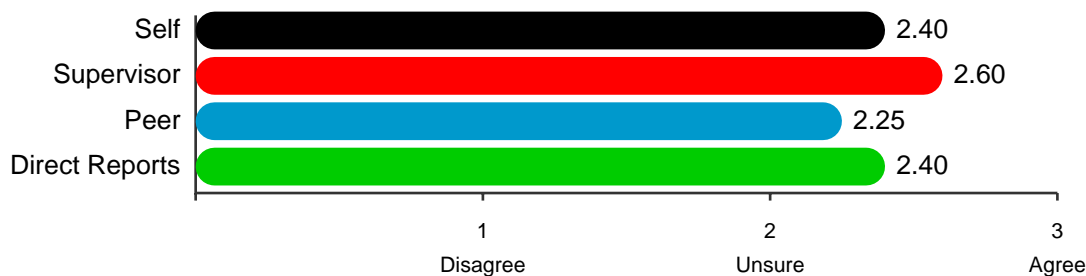
Definition:

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

Why this is Important:

Summary Scores:

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



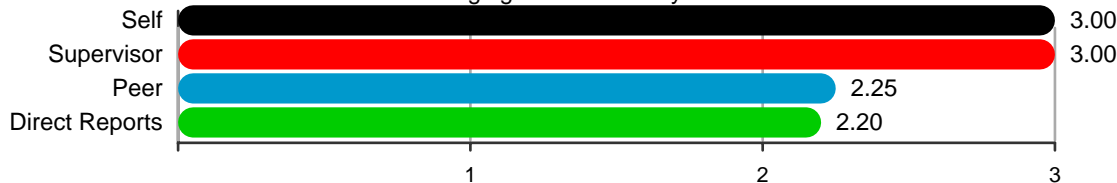
Scores on Each Item:

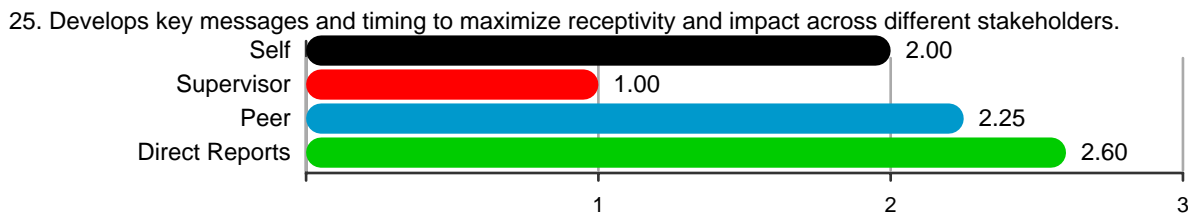
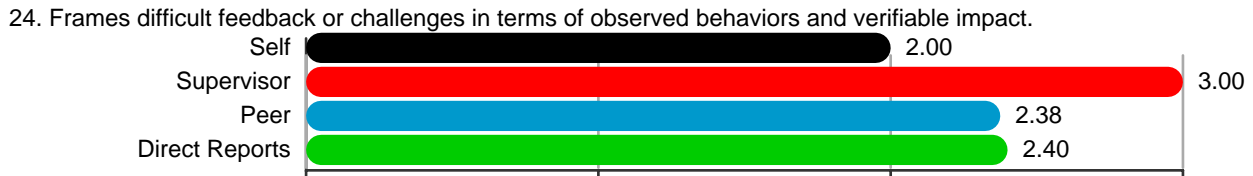
The scores for each of the items in this competency are shown below.

21. Defends the long-term vision against short-term pressures that compromise integrity or purpose.



22. Coordinates with allies in advance to ensure messaging is reinforced by trusted voices.





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	Response Distribution		
				Disagree 1	Unsure 2	Agree 3
21. Defends the long-term vision against short-term pressures that compromise integrity or purpose.	15	2.60	66.7	7%	27%	67%
22. Coordinates with allies in advance to ensure messaging is reinforced by trusted voices.	15	2.33	40.0	7%	53%	40%
23. Confronts individuals with information about their beliefs and values.	15	2.07	20.0	13%	67%	20%
24. Frames difficult feedback or challenges in terms of observed behaviors and verifiable impact.	15	2.40	53.3	13%	33%	53%
25. Develops key messages and timing to maximize receptivity and impact across different stakeholders.	15	2.27	53.3	27%	20%	53%

Comments:

- I have not had any issues with ___ since I have been working for her.
- She inspires others by the manner in which she does her work and engages others.
- She encourages staff skill development and input to improve department processes
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- ___ excels at keeping in touch with all aspects of their job, and our jobs.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.

Innovation

Definition:

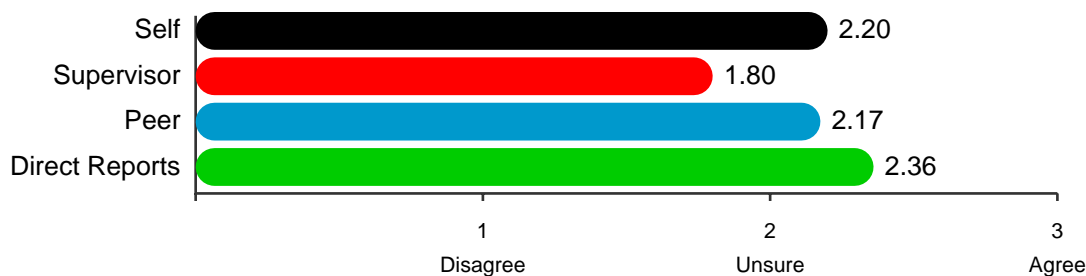
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

Why this is Important:

Innovation can help drive business success by enabling the company to maintain competitive advantages to be a market leader. Innovations can help reduce costs through increased efficiency, process improvement, and automation. Innovation can expand markets and production scalability. Innovations may be required to maintain resilience.

Summary Scores:

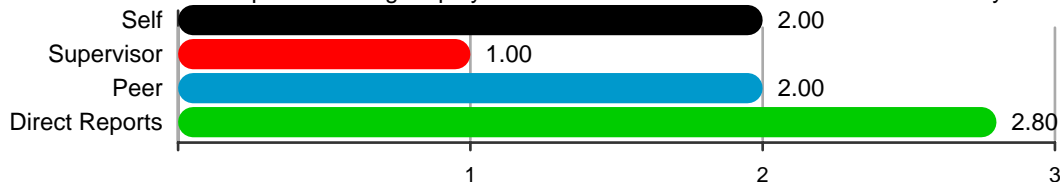
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Prioritizes technical skill development among employees to foster a culture of innovation and creativity.



27. Offers continuous learning opportunities to enhance technical skills and innovative thinking.



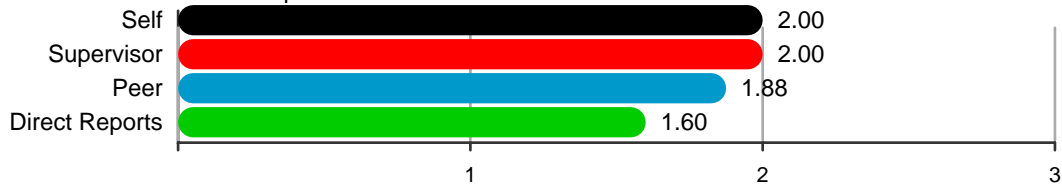
28. Participates in cross-functional innovation teams.



29. Regularly audits the company's innovation effectiveness.



30. Discovers alternative methods for production.



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	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
26. Prioritizes technical skill development among employees to foster a culture of innovation and creativity.	15	2.20	33.3	13%	53%	33%
27. Offers continuous learning opportunities to enhance technical skills and innovative thinking.	15	2.00	26.7	27%	47%	27%
28. Participates in cross-functional innovation teams.	15	2.47	53.3	7%	40%	53%
29. Regularly audits the company's innovation effectiveness.	15	2.60	60.0		40%	60%
30. Discovers alternative methods for production.	15	1.80	13.3	33%	53%	13%

Comments:

- A great addition to the team.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.

Excellence

Definition:

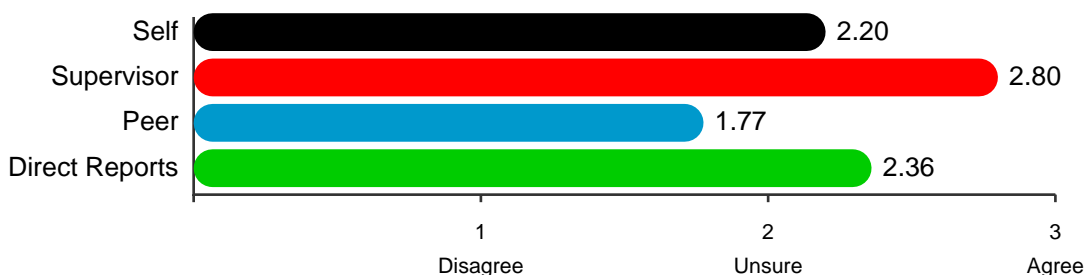
Is excellent in performing their job duties and tasks.

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. Takes a lot of pride in their work.



32. Demonstrates the analytical skills to do their job.



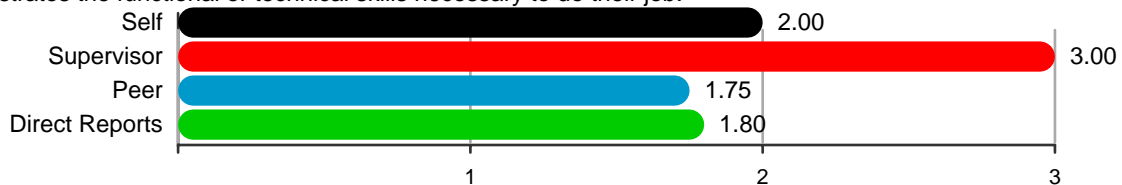
33. Can be counted on to add value wherever they are involved.



34. Produces high quality work.



35. Demonstrates the functional or technical skills necessary to do their job.



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. Takes a lot of pride in their work.	15	2.13	33.3	20%	47%	33%
32. Demonstrates the analytical skills to do their job.	15	2.13	33.3	20%	47%	33%
33. Can be counted on to add value wherever they are involved.	15	2.07	33.3	27%	40%	33%
34. Produces high quality work.	15	2.13	26.7	13%	60%	27%
35. Demonstrates the functional or technical skills necessary to do their job.	15	1.87	20.0	33%	47%	20%

Comments:

- Provide regular updates on the progress of work/tasks/projects.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- she understands where our opportunities for savings in the employee benefits plan may be.

Interpersonal Skills

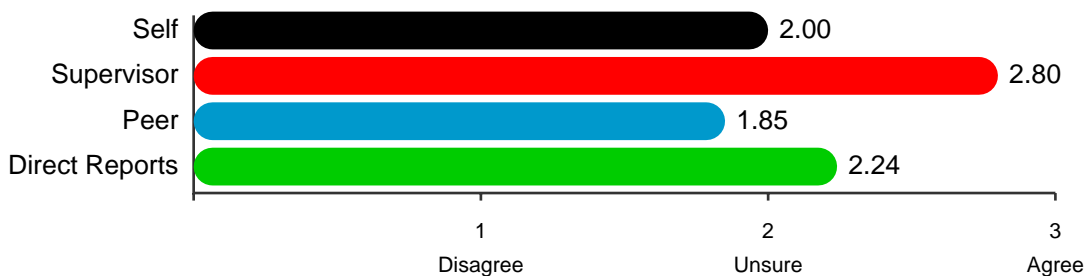
Definition:

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.

36. Effectively manages conflicts by dealing with them directly and immediately



37. Embraces the differences in individuals that comprise the team.





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. Effectively manages conflicts by dealing with them directly and immediately	15	1.87	20.0	33%	47%	20%
37. Embraces the differences in individuals that comprise the team.	15	1.93	13.3	20%	67%	13%
38. Is a role model for others demonstrating the importance of interpersonal skills.	15	2.07	33.3	27%	40%	33%
39. Builds strong relationships with team members.	15	2.33	33.3		67%	33%
40. Honest about owning up to mistakes made.	15	2.07	33.3	27%	40%	33%

Comments:

- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- She is decisive about budgets, emergency preparedness, and safety.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.

Negotiation

Definition:

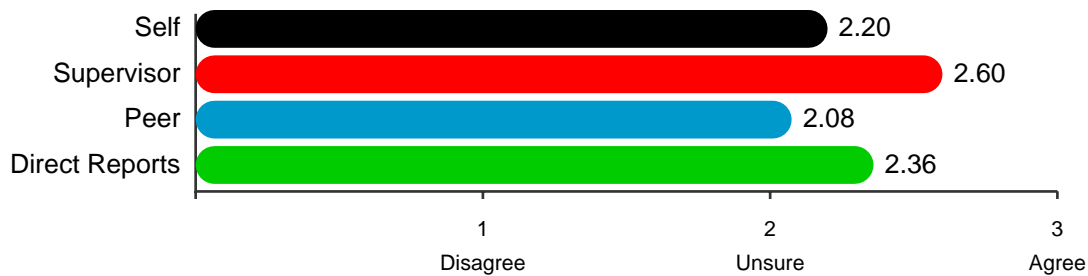
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Why this is Important:

Negotiation Skills enable managers to successfully resolve conflicts, develop trust and long-term partnerships. These skills can help achieve business objectives that contribute toward the success of the company. Strong negotiation skills can help individuals advance their careers by advocating for better roles, compensation, and benefits. Negotiation skills help managers and employees work together better to adapt to business challenges.

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. Ensures a thorough understanding of key issues and priorities.



42. Alters plans to respond to immediate challenges.



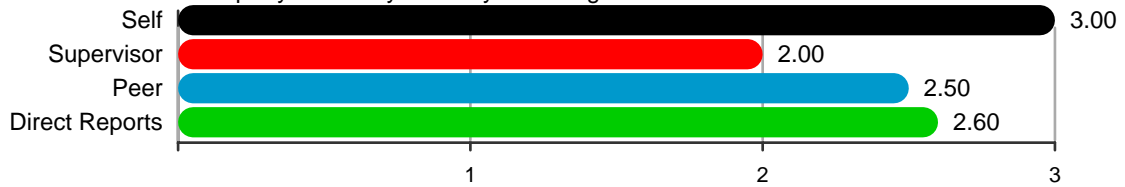
43. Is resolute in positions to better withstand pressure and resist making hasty concessions.



44. Is aware of the needs of the other party.



45. Uses the motivations of each party to identify mutually advantageous solutions.



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
41. Ensures a thorough understanding of key issues and priorities.	15	2.00	26.7	27%	47%	27%
42. Alters plans to respond to immediate challenges.	15	2.13	33.3	20%	47%	33%
43. Is resolute in positions to better withstand pressure and resist making hasty concessions.	15	2.20	40.0	20%	40%	40%
44. Is aware of the needs of the other party.	15	2.20	26.7	7%	67%	27%
45. Uses the motivations of each party to identify mutually advantageous solutions.	15	2.53	60.0	7%	33%	60%

Comments:

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- I look forward to working with her in her new role.
- Expectations are not always clearly communicated/outlined.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.

Strategic Focus

Definition:

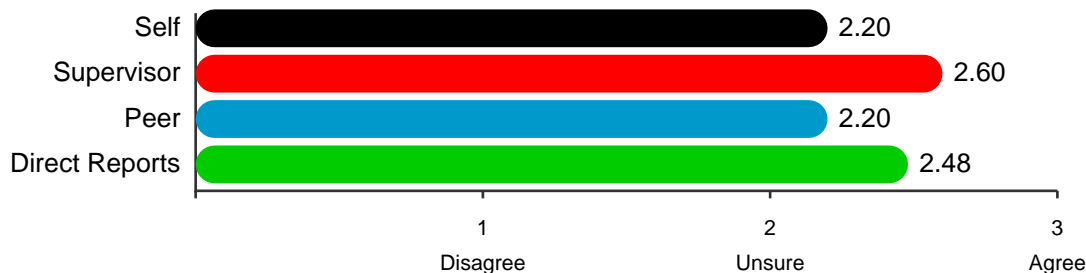
Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with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

Why this is Important:

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

Summary Scores:

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



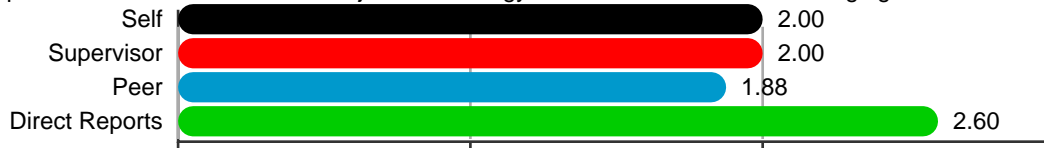
Scores on Each Item:

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

46. Ensures the department has a viable strategy for moving forward.



47. Makes quick and creative decisions to adjust the strategy to meet the demands of changing situations.



48. Develops a strategic plan for adapting the organization to better respond to external changes in the marketplace.



49. Develops a corporate strategy to establish business operations in different locations.



50. Understands the importance of developing strategic capabilities.



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
46. Ensures the department has a viable strategy for moving forward.	15	2.27	26.7		73%	27%
47. Makes quick and creative decisions to adjust the strategy to meet the demands of changing situations.	15	2.13	26.7	13%	60%	27%
48. Develops a strategic plan for adapting the organization to better respond to external changes in the marketplace.	15	2.40	40.0		60%	40%
49. Develops a corporate strategy to establish business operations in different locations.	15	2.47	46.7		53%	47%
50. Understands the importance of developing strategic capabilities.	15	2.33	46.7	13%	40%	47%

Comments:

- She encourages staff skill development and input to improve department processes
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ 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.
- She also has always been thankful for any help that I have given her.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.

Planning

Definition:

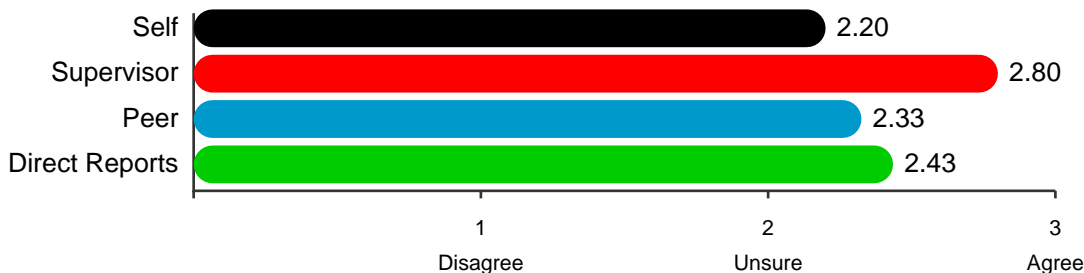
Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

Why this is Important:

Effective planning is essential for organizations and companies because it enhances efficiency, adaptability, and long-term success. By integrating forecasting, strategic planning, and resource management, businesses can anticipate challenges, allocate resources wisely, and maintain operational continuity. Planning also improves organization and prioritization, ensuring that tasks are executed effectively while aligning with company goals. Ultimately, a well-structured planning process strengthens decision-making, optimizes workflow, and enables organizations to navigate complexities with confidence.

Summary Scores:

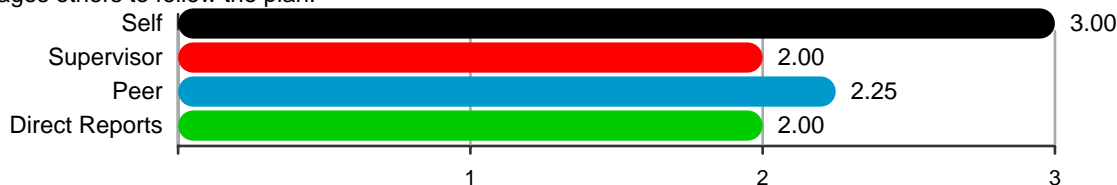
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

51. Encourages others to follow the plan.



52. Able to develop logistics plans to move material through a multi-step supply chain.



53. Determines the allocation of funds based on plans for future development.



54. Always has a "Plan-B" ready if needed.



55. Creates plans to handle complex, multi-faceted projects.



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	Response Percentages		
				Disagree 1 1	Unsure 2 2	Agree 3 3
51. Encourages others to follow the plan.	14	2.21	28.6	7%	64%	29%
52. Able to develop logistics plans to move material through a multi-step supply chain.	14	2.29	42.9	14%	43%	43%
53. Determines the allocation of funds based on plans for future development.	15	2.53	53.3		47%	53%
54. Always has a "Plan-B" ready if needed.	15	2.47	46.7		53%	47%
55. Creates plans to handle complex, multi-faceted projects.	15	2.40	40.0		60%	40%

Comments:

- ___ has done a remarkable job managing the department.
- She sometimes comes off as confused about organizational/operational direction.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.