



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

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:

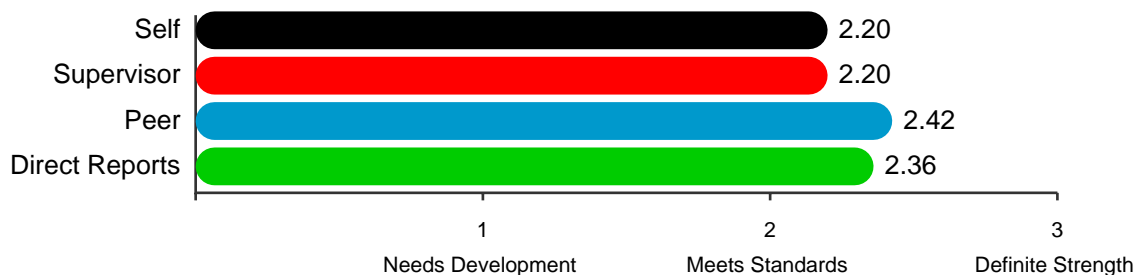
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while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



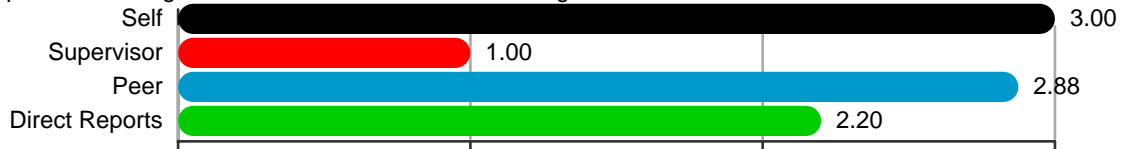
Scores on Each Item:

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

1. Actively seeks and incorporates feedback from various sources.



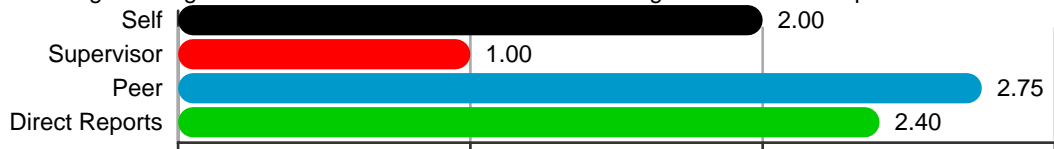
2. Applies practical strategies to resolve issues identified through feedback.



3. Proactively gathers and integrates feedback from diverse sources.



4. Effective in using 360-degree feedback as a tool for individual and organizational development.



5. Shows appreciation for the feedback, even when it's difficult to hear.



1 2 3

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 | Meets Standards | Definite Strength |
|--|----|------|------|-------------------|-----------------|-------------------|
| | | | | 1 1 | 2 2 | 3 3 |
| 1. Actively seeks and incorporates feedback from various sources. | 15 | 2.27 | 33.3 | 7% | 60% | 33% |
| 2. Applies practical strategies to resolve issues identified through feedback. | 15 | 2.53 | 73.3 | 20% | 7% | 73% |
| 3. Proactively gathers and integrates feedback from diverse sources. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 4. Effective in using 360-degree feedback as a tool for individual and organizational development. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 5. Shows appreciation for the feedback, even when it's difficult to hear. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |

Comments:

- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- I really enjoy his mentorship.

Emotional Intelligence

Definition:

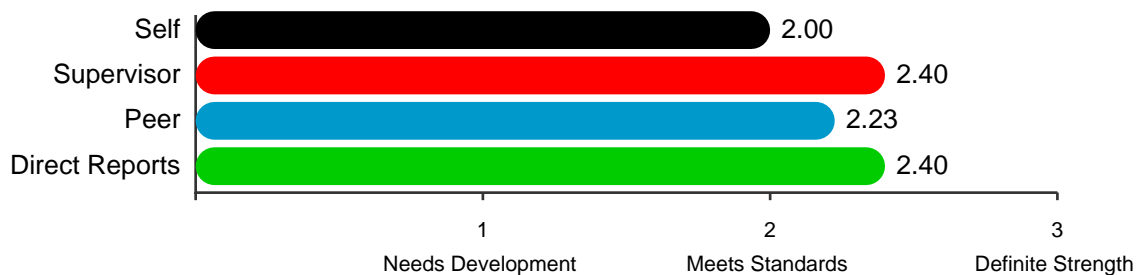
Ability to perceive, interpret, and understand the emotions of others.

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.

6. Is attentive to emotional cues and interprets others' feelings correctly.



7. Accurately perceives the emotional reactions of others.



8. Is able to manage their own emotions.



9. Is able to express themselves clearly.



10. Is able to control their own emotions.



Level of Skill

The table below shows the responses in a graphic form where the percentage 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 |
| 6. Is attentive to emotional cues and interprets others' feelings correctly. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 7. Accurately perceives the emotional reactions of others. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 8. Is able to manage their own emotions. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 9. Is able to express themselves clearly. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 10. Is able to control their own emotions. | 15 | 2.47 | 60.0 | 13% | 27% | 60% |

Comments:

- He is a real advocate for the customers. Excellent department and computer skills
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- _____ leads by example.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- He is both the manager and the interim director for the service line.
- He strives to raise the bar everyday to improve our processes to best serve our customers.

Managing Performance

Definition:

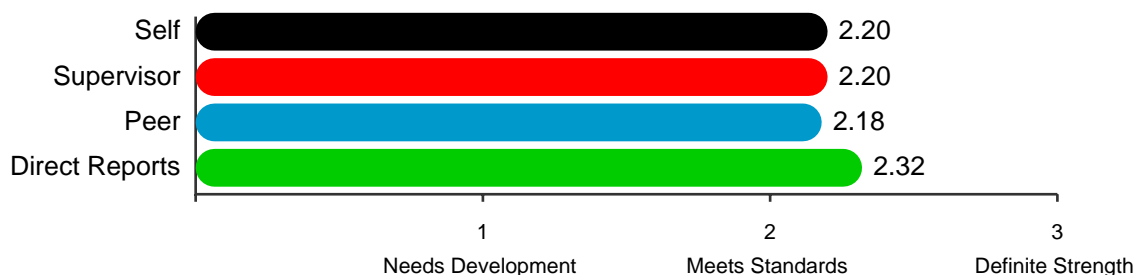
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance 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.



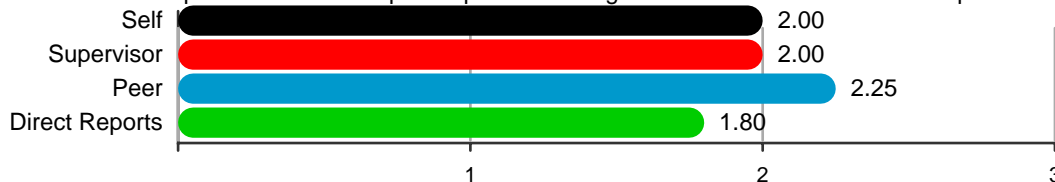
Scores on Each Item:

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

11. Communicates the roles and responsibilities to the employee.



12. Implements remediation plans that include specific performance goals in areas most in need of improvement.





Level of Skill

The table below shows the responses in a graphic form where the percentage 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 |
| 11. Communicates the roles and responsibilities to the employee. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 12. Implements remediation plans that include specific performance goals in areas most in need of improvement. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 13. Ensures Job Descriptions are up to date and accurate. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 14. Recognizes people who provide outstanding leadership in planning, organizing. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |
| 15. Sets specific and measurable goals for others and follows through to completion. | 14 | 2.43 | 50.0 | 7% | 43% | 50% |

Comments:

- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- He exhibits vision, compassion and high integrity in all of his work.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- _____ has done a great job of continuing to grow and refine the service lines.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.

Flexibility

Definition:

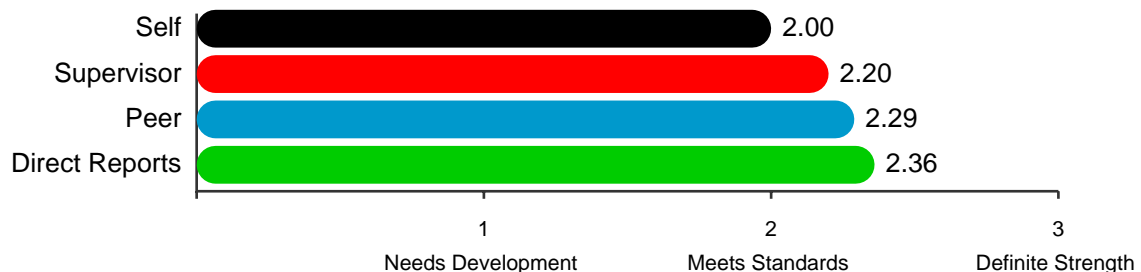
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes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

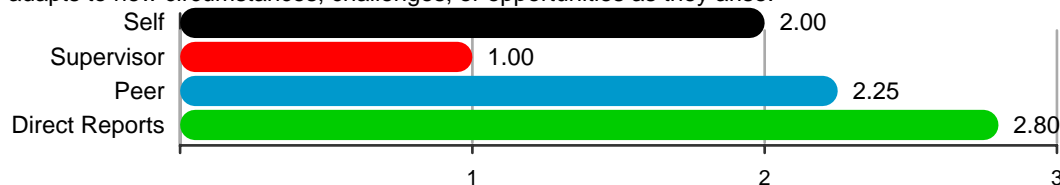
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Quickly adapts to new circumstances, challenges, or opportunities as they arise.



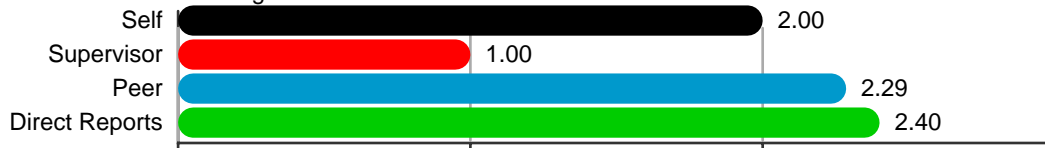
17. Open to the perspectives/viewpoints of others.



18. Embraces change and is willing to pivot strategies based on new information.



19. Agile and versatile when dealing with issues.



20. Encourages a culture of experimentation and innovation.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are 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 |
| 16. Quickly adapts to new circumstances, challenges, or opportunities as they arise. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |
| 17. Open to the perspectives/viewpoints of others. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 18. Embraces change and is willing to pivot strategies based on new information. | 14 | 2.00 | 14.3 | 14% | 71% | 14% |
| 19. Agile and versatile when dealing with issues. | 14 | 2.21 | 42.9 | 21% | 36% | 43% |
| 20. Encourages a culture of experimentation and innovation. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- Don't know where we would be without him.
- _____ is committed to our organization and leads by example.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. _____ is always open and is a great collaborator.
- _____ collaborates well with other departments and managers.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

Bias for Action

Definition:

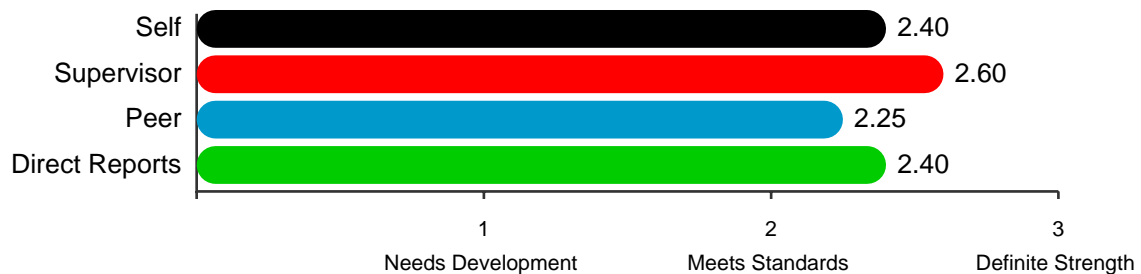
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and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

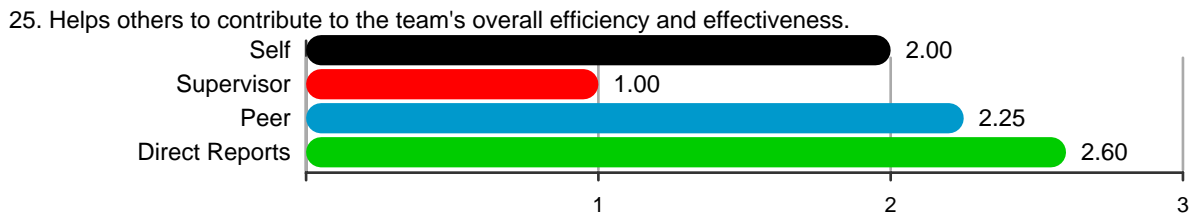
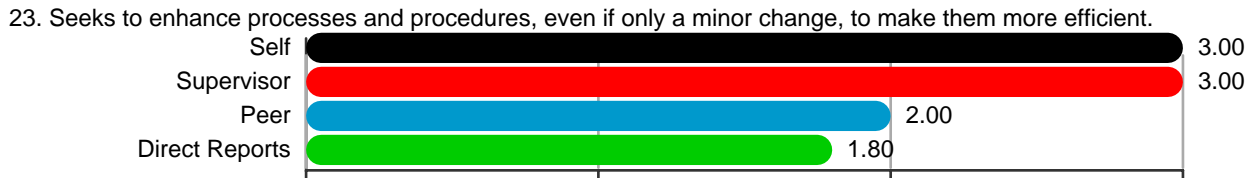


Scores on Each Item:

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

21. Is flexible and open to change, quickly adjusting project plans as needed to navigate unforeseen challenges.





Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are 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 |
| 21. Is flexible and open to change, quickly adjusting project plans as needed to navigate unforeseen challenges. | 15 | 2.60 | 66.7 | 7% | 27% | 67% |
| 22. Takes calculated risks. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 23. Seeks to enhance processes and procedures, even if only a minor change, to make them more efficient. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 24. Driven to get things done. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 25. Helps others to contribute to the team's overall efficiency and effectiveness. | 15 | 2.27 | 53.3 | 27% | 20% | 53% |

Comments:

- He could benefit from understanding about how to create resolution and clarity.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- Building relationships of trust to enhance safety is an important part of our approach.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.

Analytical

Definition:

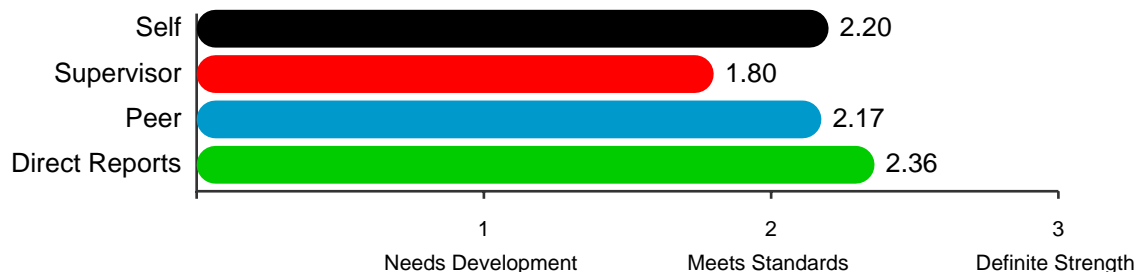
Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative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

Why this is Important:

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

Summary Scores:

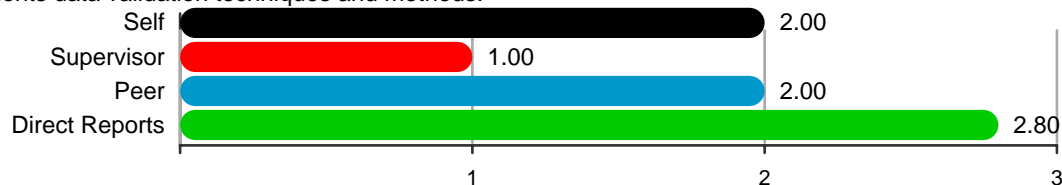
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Implements data validation techniques and methods.



27. Validates the accuracy of data collected.



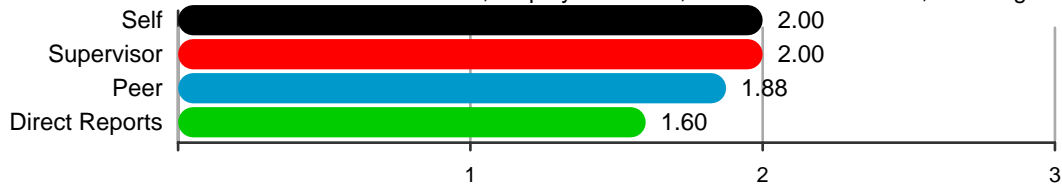
28. Presents data clearly and concisely to support strong, evidence-based arguments.



29. Collects relevant data and facts about a situation.



30. Examines how the new software will affect workflows, employee morale, customer interactions, and long-term scalability.



Level of Skill

The table below shows the responses in a graphic form where the percentage using a color 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 |
| 26. Implements data validation techniques and methods. | 15 | 2.20 | 33.3 | 13% | 53% | 33% |
| 27. Validates the accuracy of data collected. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 28. Presents data clearly and concisely to support strong, evidence-based arguments. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 29. Collects relevant data and facts about a situation. | 15 | 2.60 | 60.0 | | 40% | 60% |
| 30. Examines how the new software will affect workflows, employee morale, customer interactions, and long-term scalability. | 15 | 1.80 | 13.3 | 33% | 53% | 13% |

Comments:

- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- Good Team Player! Good decision making skills. A hard worker.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- I have seen improvement and will try to encourage even more growth.

Goals

Definition:

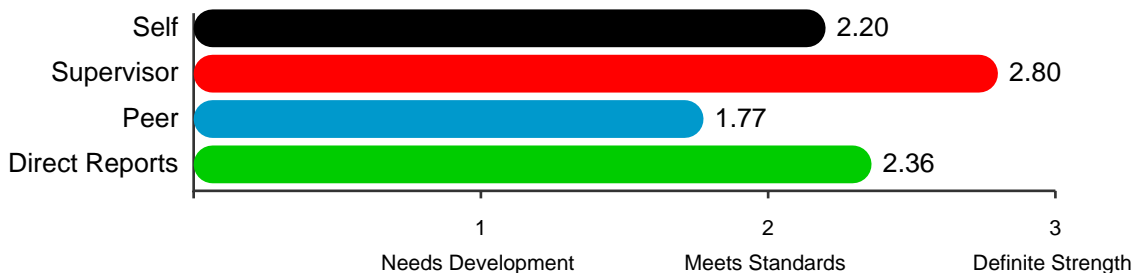
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why this is Important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

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. Communicates to staff the importance of each goal letting them know of the priorities.



32. Is aware of the criteria used to evaluate performance relative to goals.



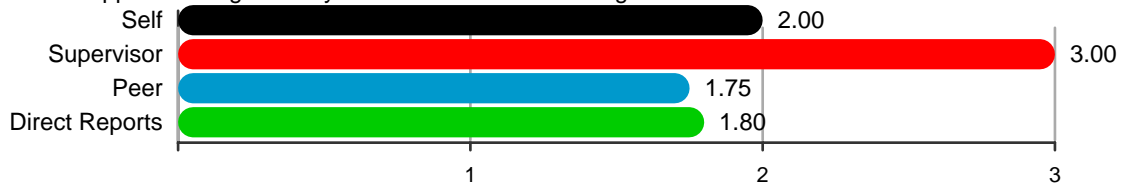
33. Achieves stretch goals.



34. Provides the necessary resources and guidance for employees to achieve their goals.



35. Is a dedicated supporter to significantly enhance the likelihood of goal attainment.



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 | Meets Standards | Definite Strength |
|--|----|------|------|-------------------|-----------------|-------------------|
| | | | | 1 1 | 2 2 | 3 3 |
| 31. Communicates to staff the importance of each goal letting them know of the priorities. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 32. Is aware of the criteria used to evaluate performance relative to goals. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 33. Achieves stretch goals. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 34. Provides the necessary resources and guidance for employees to achieve their goals. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 35. Is a dedicated supporter to significantly enhance the likelihood of goal attainment. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |

Comments:

- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- He is in an often times impossible position and is doing well all things considered
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

Technology Use/Management

Definition:

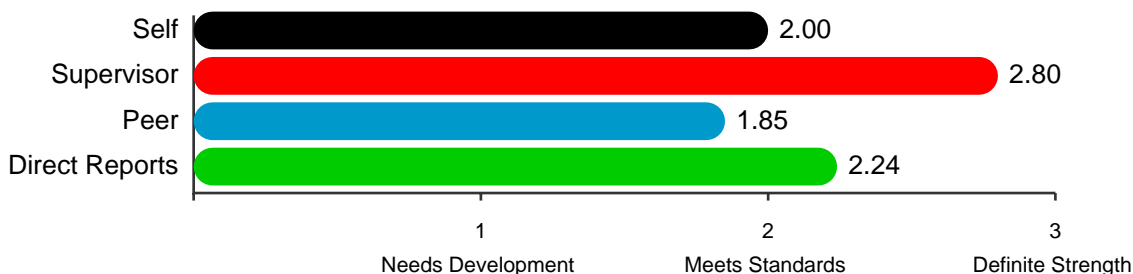
Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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.



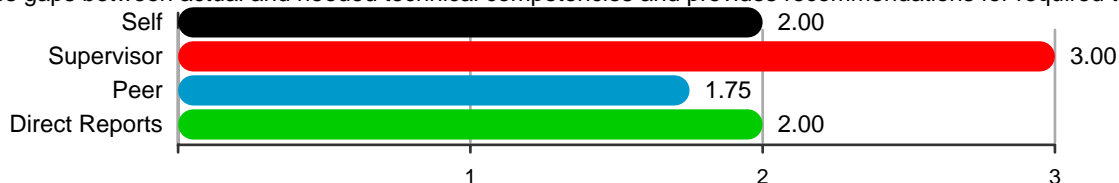
Scores on Each Item:

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

36. Adopts the implementation of new technology into the workplace.



37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



38. Supports technical training and development of employees.



39. Uses technology in decision making and problem solving.



40. Proficient in the use of technical systems and processes.



Level of Skill

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

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 36. Adopts the implementation of new technology into the workplace. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |
| 37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 15 | 1.93 | 13.3 | 20% | 67% | 13% |
| 38. Supports technical training and development of employees. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 39. Uses technology in decision making and problem solving. | 15 | 2.33 | 33.3 | | 67% | 33% |
| 40. Proficient in the use of technical systems and processes. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |

Comments:

- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- _____ listens to his staff and delegates responsibilities as appropriate.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- He knows his subject matter!
- _____ is very visible on the unit. Spending many hours with staff.

Empowering Others

Definition:

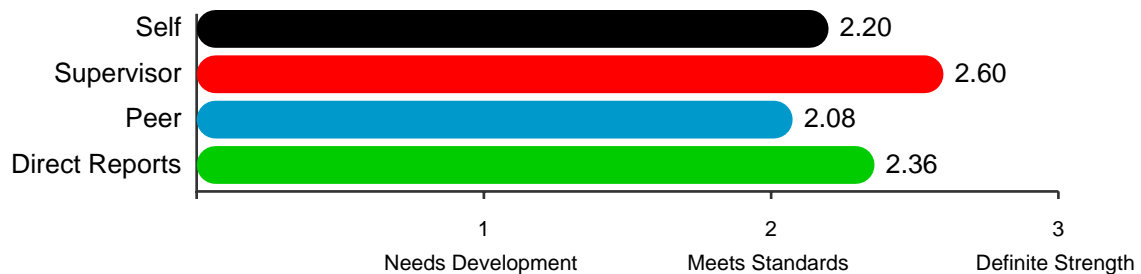
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees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

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. Recognizes and rewards employees who make important decisions and take action when necessary.



42. Gives employees the opportunity to make their own decisions at work.



43. Allows employees to participate in the workload of the department.



44. Provides support and resources needed to accomplish goals.



45. Encourages employees to solve problems on their own.



Level of Skill

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

| Item | n | Avg | LOA | Needs Development | Meets Standards | Definite Strength |
|---|----|------|------|-------------------|-----------------|-------------------|
| | | | | 1 | 2 | 3 |
| 41. Recognizes and rewards employees who make important decisions and take action when necessary. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 42. Gives employees the opportunity to make their own decisions at work. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 43. Allows employees to participate in the workload of the department. | 15 | 2.20 | 40.0 | 20% | 40% | 40% |
| 44. Provides support and resources needed to accomplish goals. | 15 | 2.20 | 26.7 | 7% | 67% | 27% |
| 45. Encourages employees to solve problems on their own. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- Completes variance analysis and identifies corrective actions.
- Timely follow through.
- He is very customer focused and this reflects in his division leadership and performance.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.

Teamwork

Definition:

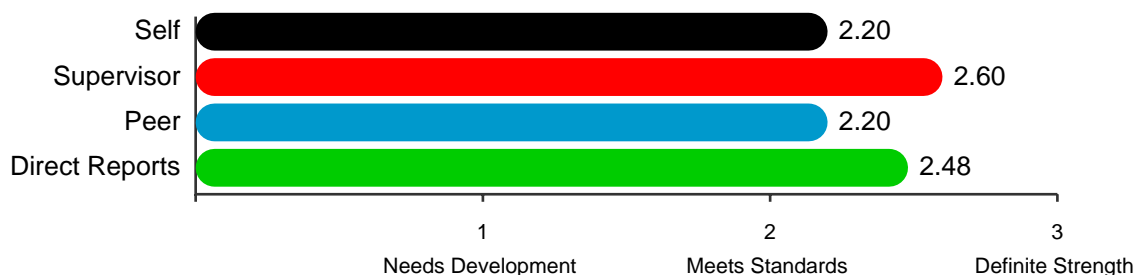
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

Why this is Important:

Teamwork skills are crucial for businesses because they enable a group of individuals to communicate and work well collaboratively towards a common goal. Teamwork skills contribute to a business's success by enabling employees to achieve more, overcome obstacles, and drive the company towards its goals.

Summary Scores:

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



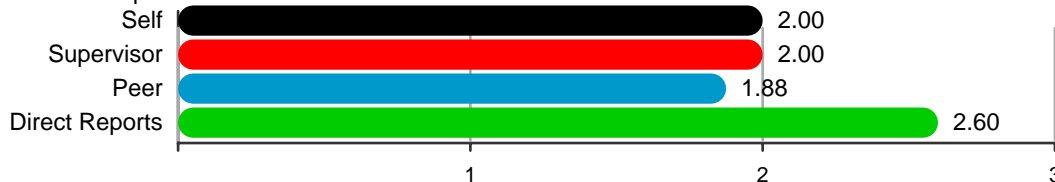
Scores on Each Item:

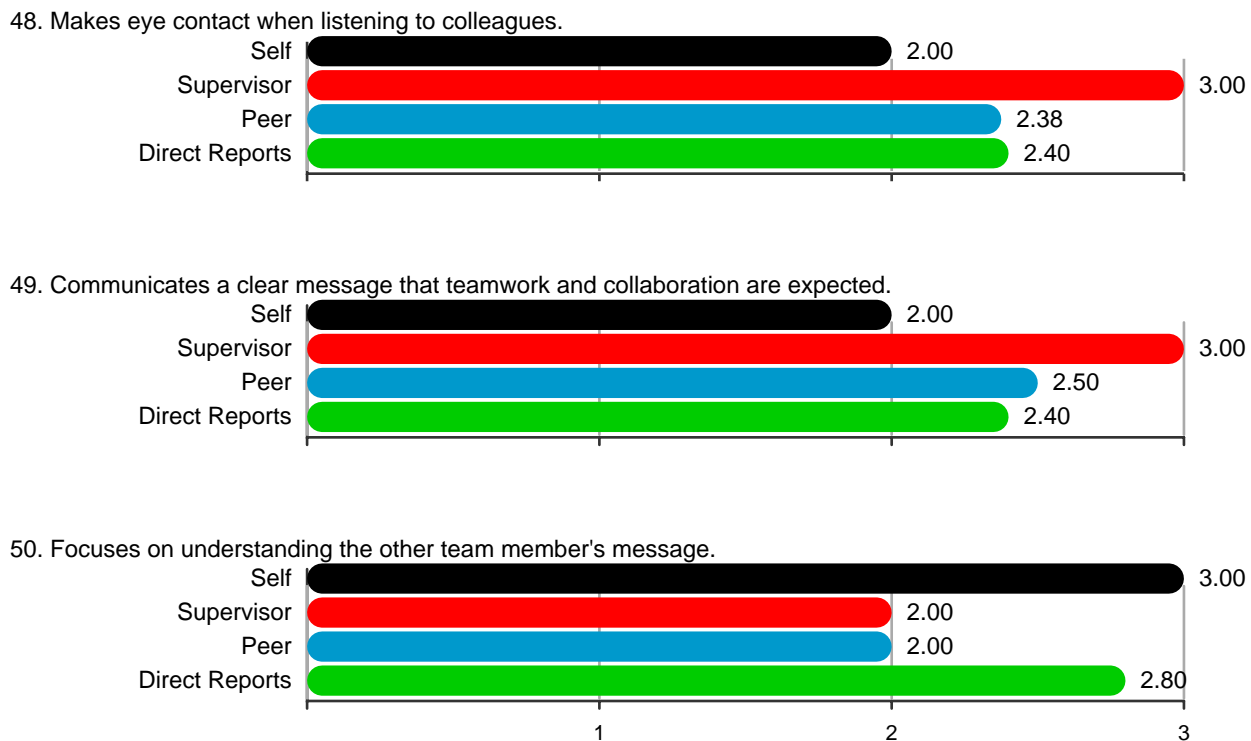
The scores for each of the items in this competency are shown below.

46. Shares pertinent information with all members of the team.



47. Recognizes and respects the contributions and needs of each individual.





Level of Skill

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

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 46. Shares pertinent information with all members of the team. | 15 | 2.27 | 26.7 | | 73% | 27% |
| 47. Recognizes and respects the contributions and needs of each individual. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 48. Makes eye contact when listening to colleagues. | 15 | 2.40 | 40.0 | | 60% | 40% |
| 49. Communicates a clear message that teamwork and collaboration are expected. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 50. Focuses on understanding the other team member's message. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |

Comments:

- He couldn't be more engaged if he tried.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- 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.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Organizational Fluency

Definition:

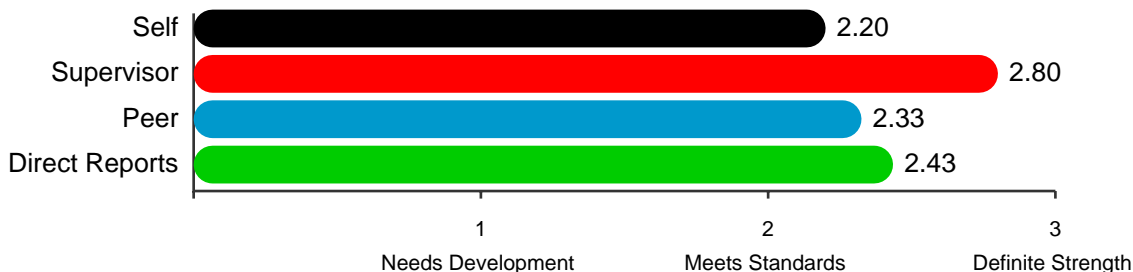
Able to work within the department/division/organization.
 Understand how different parts of the business interact.

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. Able to explain departmental policies and procedures to others.



52. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



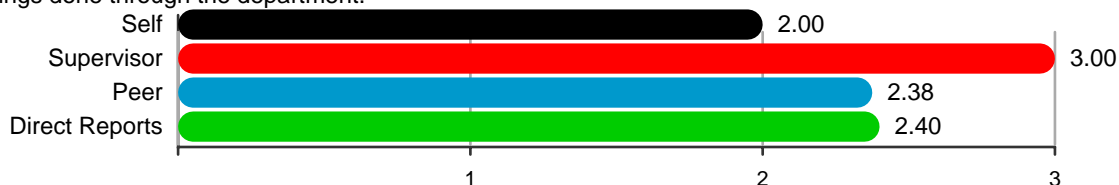
53. Adept at navigating within the culture of the department.



54. Understands departmental policies and procedures.



55. Gets things done through the department.



Level of Skill

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

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 51. Able to explain departmental policies and procedures to others. | 14 | 2.21 | 28.6 | 7% | 64% | 29% |
| 52. Is aware of other organizational cultures to compare/contrast with the current organizational culture. | 14 | 2.29 | 42.9 | 14% | 43% | 43% |
| 53. Adept at navigating within the culture of the department. | 15 | 2.53 | 53.3 | | 47% | 53% |
| 54. Understands departmental policies and procedures. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 55. Gets things done through the department. | 15 | 2.40 | 40.0 | | 60% | 40% |

Comments:

- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- I really enjoy working with _____ and I respect his as a leader and role model.
- I can't think of a single thing _____ could improve upon.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Closes off discussions with action plans.