



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.

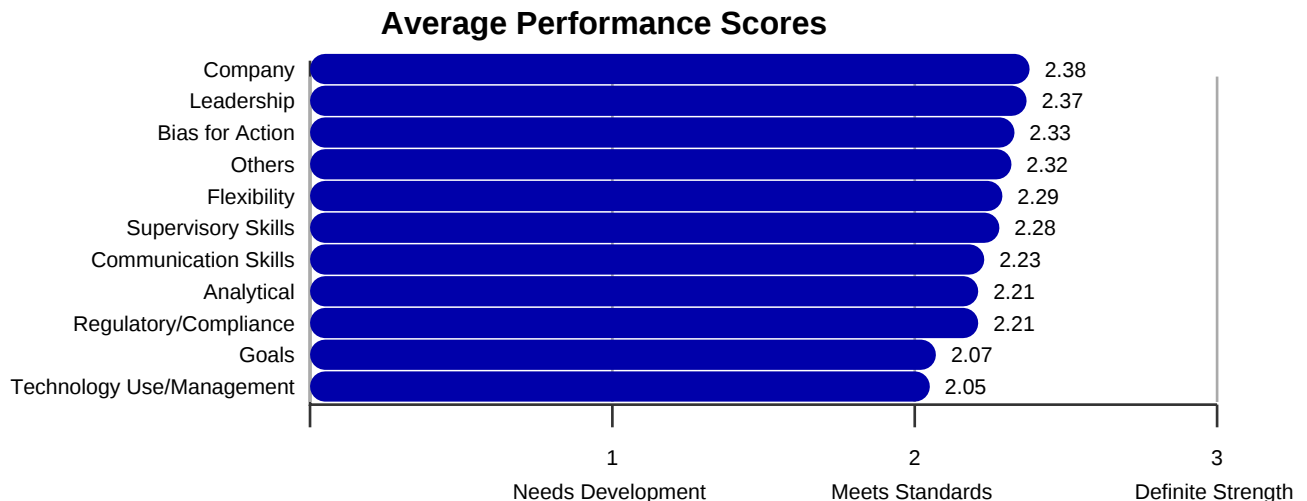
What to Do with Your Feedback

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.



Leadership

Definition:

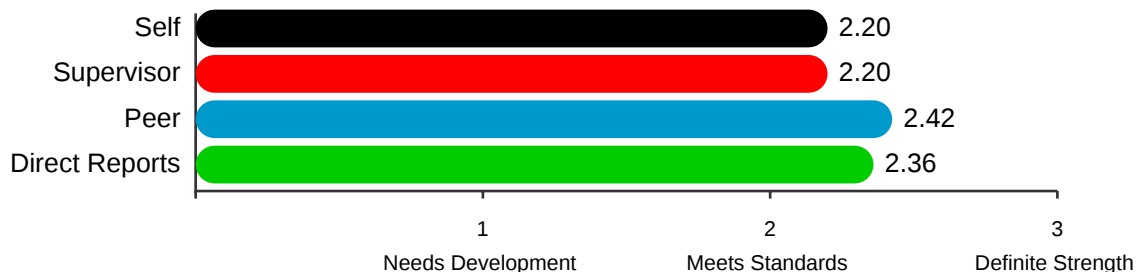
Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

Why this is Important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

Summary Scores:

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



Scores on Each Item:

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

1. You expect participation by all team members.



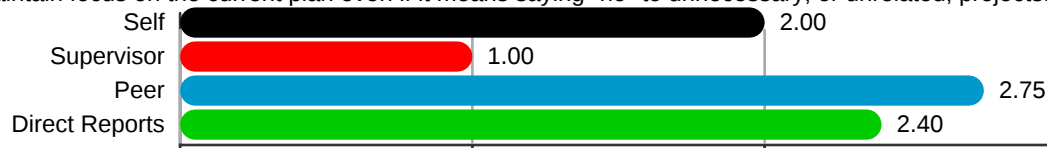
2. You inspire a shared culture by keeping employees informed and working together.



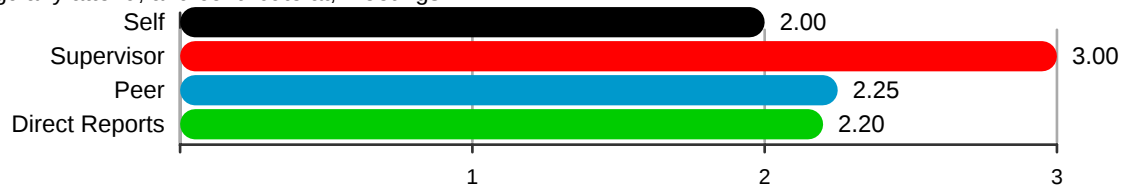
3. You appear to trust own instincts and insights.



4. You maintain focus on the current plan even if it means saying "no" to unnecessary, or unrelated, projects.



5. You regularly attend, and contribute at, meetings.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
1. You expect participation by all team members.	15	2.27	33.3	7%	60%	33%
2. You inspire a shared culture by keeping employees informed and working together.	15	2.53	73.3	20%	7%	73%
3. You appear to trust own instincts and insights.	15	2.33	40.0	7%	53%	40%
4. You maintain focus on the current plan even if it means saying "no" to unnecessary, or unrelated, projects.	15	2.47	53.3	7%	40%	53%
5. You regularly attend, and contribute at, meetings.	15	2.27	40.0	13%	47%	40%

Comments:

- I am very surprised and impressed with ____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- ____ is the consummate professional and pleasure to work with.
- ____ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- She is such a positive person and always willing to pitch in where help is needed.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.

Supervisory Skills

Definition:

Supervisory skills encompass a broad set of leadership competencies that enable managers to effectively guide and support their teams. These skills involve clear communication, decision-making, and interpersonal abilities to foster collaboration, accountability, and professional growth, while also ensuring structured performance management, disciplinary action, and conflict resolution when necessary. Strong supervisors lead by example, empower employees through delegation, provide constructive feedback, and create a positive, high-performing work environment built on teamwork, recognition, and stability.

Why this is Important:

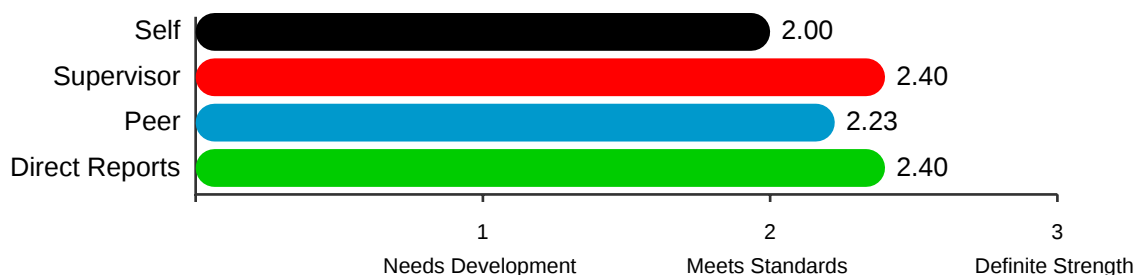
Strong supervisory skills are essential for organizations and companies because they drive productivity, foster employee engagement, and create a structured work environment. Effective supervisors ensure that teams are well-supported through clear communication, accountability, and conflict resolution, allowing employees to perform at their best. By leading by example and maintaining professionalism, supervisors build trust, boost morale, and encourage teamwork, all of which contribute to a positive and efficient workplace culture.

Additionally, supervisory skills play a critical role in employee development and retention. Through coaching, feedback, and recognition, supervisors empower employees to grow, improve their performance, and stay motivated in their roles. A well-trained management team helps maintain a high-performing workforce, reducing turnover and ensuring that employees feel valued and supported. When supervisors provide structure and clarity, employees are more likely to remain committed to company goals and contribute meaningfully to organizational success.

Ultimately, strong supervision directly impacts business outcomes by ensuring that operations run smoothly, decisions are made effectively, and employees remain engaged. Organizations that invest in supervisory skill development benefit from improved efficiency, reduced workplace conflicts, and a culture of accountability and collaboration. As businesses evolve, skilled supervisors help adapt to change, navigate challenges, and create a foundation for sustained growth and innovation.

Summary Scores:

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



Scores on Each Item:

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

6. You maintain good working relationships with employees.



7. I assign tasks appropriately.



8. I am sought after for advice in a variety of situations.



9. I am diligent about properly documenting disciplinary actions.



10. I coach and mentor others to achieve higher performance levels.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
6. You maintain good working relationships with employees.	15	2.13	33.3	20%	47%	33%
7. I assign tasks appropriately.	15	2.07	26.7	20%	53%	27%
8. I am sought after for advice in a variety of situations.	15	2.33	40.0	7%	53%	40%
9. I am diligent about properly documenting disciplinary actions.	15	2.40	53.3	13%	33%	53%
10. I coach and mentor others to achieve higher performance levels.	15	2.47	60.0	13%	27%	60%

Comments:

- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- ___ 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.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She communicates well to all staff and we know what is expected of us.

Communication Skills

Definition:

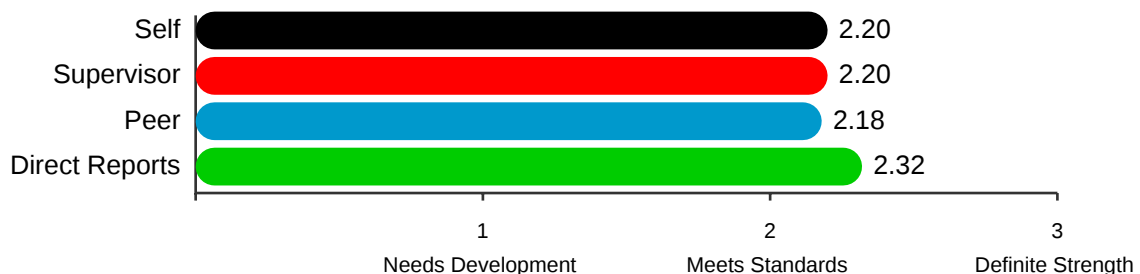
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

Why this is Important:

Strong communication skills help organizations and companies as they ensure clear, effective exchange of ideas and information, which drives productivity, collaboration, and alignment toward shared goals. Leaders and employees who communicate with clarity, responsiveness, and professionalism create an environment of trust and mutual understanding, fostering teamwork and reducing misunderstandings. Moreover, timely and impactful communication—whether delivering presentations, providing feedback, or addressing challenges—enhances decision-making, empowers individuals, and strengthens relationships, leading to overall organizational success and adaptability.

Summary Scores:

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



Scores on Each Item:

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

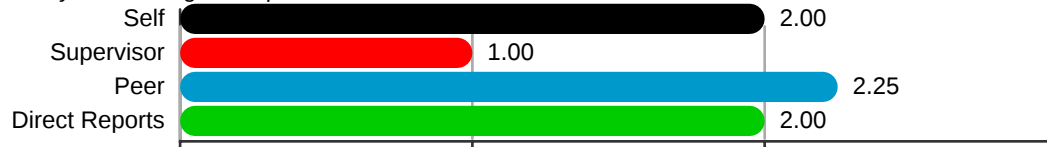
11. I maintain eye contact to foster direct communication.



12. I communicate concepts and ideas to others.



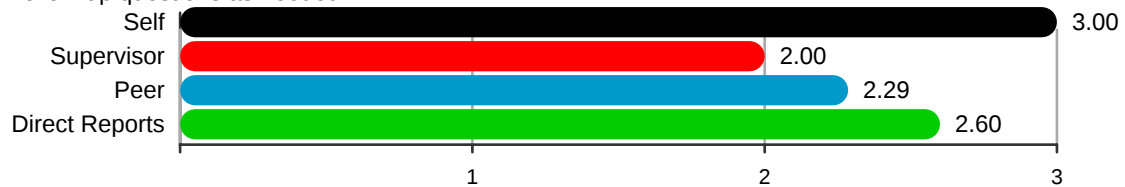
13. You present your message with professionalism.



14. I adapt language and terminology to meet the needs of the audience.



15. You ask follow-up questions as needed.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. I maintain eye contact to foster direct communication.	15	2.33	40.0	7%	53%	40%
12. I communicate concepts and ideas to others.	15	2.07	20.0	13%	67%	20%
13. You present your message with professionalism.	15	2.07	26.7	20%	53%	27%
14. I adapt language and terminology to meet the needs of the audience.	15	2.27	40.0	13%	47%	40%
15. You ask follow-up questions as needed.	14	2.43	50.0	7%	43%	50%

Comments:

- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ is very reliable, respectful and ethical in her leadership.
- She's a good and reliable team member.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Flexibility

Definition:

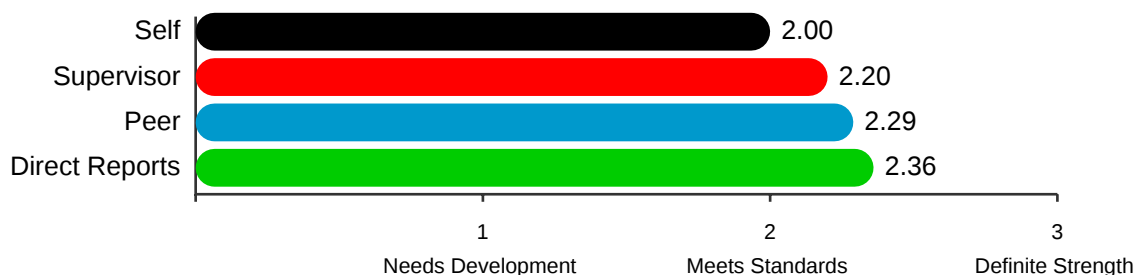
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes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

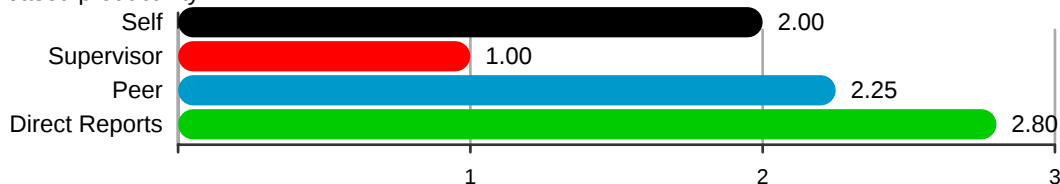
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I foster an inclusive learning environment where everyone feels supported, ultimately leading to stronger team cohesion and increased productivity.



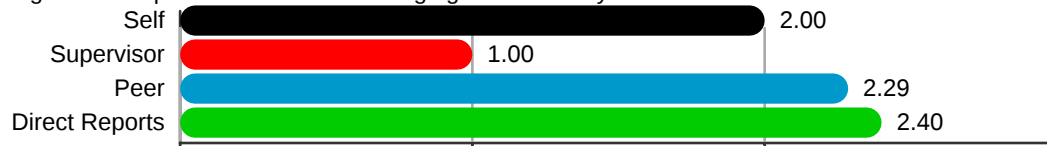
17. You are open to the perspectives/viewpoints of others.



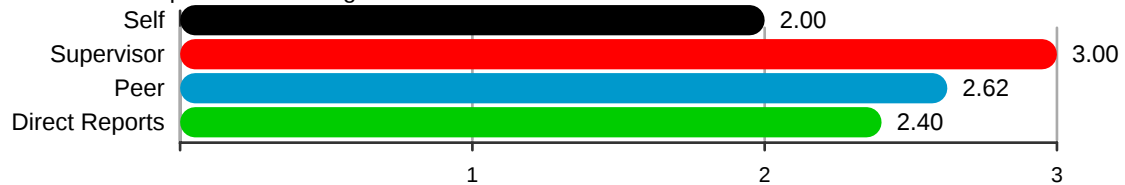
18. I am flexible in solving difficult problems.



19. I remain agile and responsive to address changing needs in a dynamic environment.



20. You accommodate adaptable scheduling.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1 Meets Standards 2 2 Definite Strength 3 3		
16. I foster an inclusive learning environment where everyone feels supported, ultimately leading to stronger team cohesion and increased productivity.	15	2.33	46.7	13%	40%	47%
17. You are open to the perspectives/viewpoints of others.	15	2.33	40.0	7%	53%	40%
18. I am flexible in solving difficult problems.	14	2.00	14.3	14%	71%	14%
19. I remain agile and responsive to address changing needs in a dynamic environment.	14	2.21	42.9	21%	36%	43%
20. You accommodate adaptable scheduling.	15	2.53	60.0	7%	33%	60%

Comments:

- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- just know going through the hiring process with her.
- ____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- ____ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.

Bias for Action

Definition:

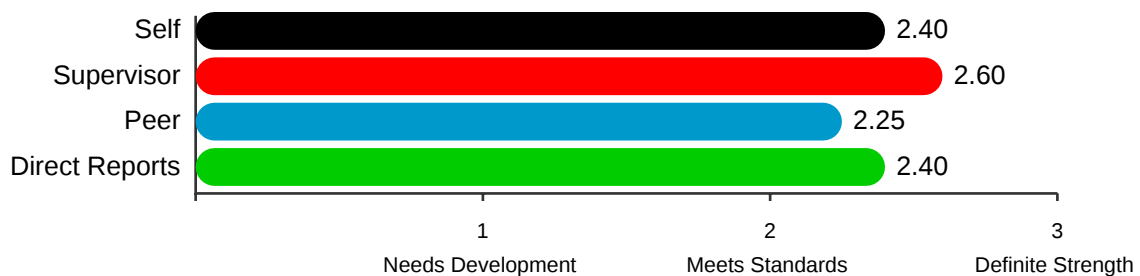
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and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



22. You encourage risk taking and experimentation to improve performance



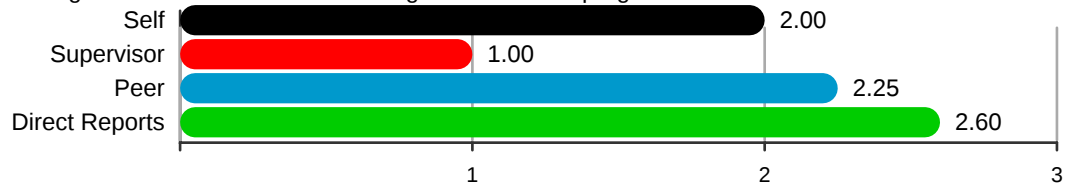
23. You set priorities for your action and initiates timely action



24. You make effective decisions, even when under pressure



25. I have a strong internal motivation to achieve goals and make progress.



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 1	Meets Standards 2 2	Definite Strength 3 3
21. You take decisive actions.	15	2.60	66.7	7%	27%	67%
22. You encourage risk taking and experimentation to improve performance	15	2.33	40.0	7%	53%	40%
23. You set priorities for your action and initiates timely action	15	2.07	20.0	13%	67%	20%
24. You make effective decisions, even when under pressure	15	2.40	53.3	13%	33%	53%
25. I have a strong internal motivation to achieve goals and make progress.	15	2.27	53.3	27%	20%	53%

Comments:

- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ____, your the best.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- Take charge without feeling like you need approval.
- I think that ____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ____ fits the leadership role well.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.

Analytical

Definition:

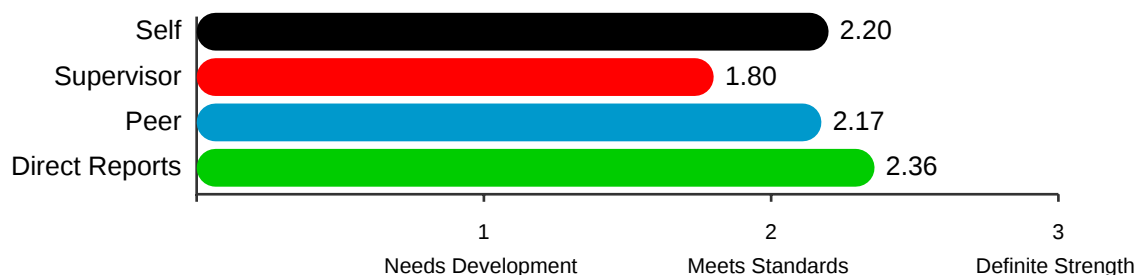
Analytical skills are the ability to think critically, be open-minded, and reduce complex issues into more manageable parts. The ability to collect, validate, and analyze data is important for making decisions, forecasting, and developing models. Attention to detail and a willingness to work with quantitative 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:

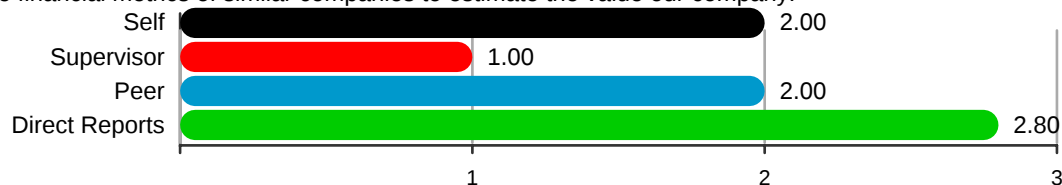
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. You use financial metrics of similar companies to estimate the value our company.



27. You identify opportunities for progress and innovation.



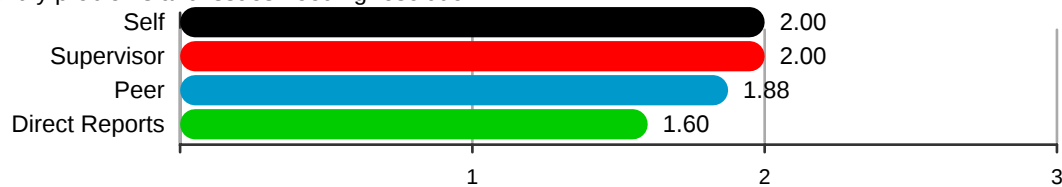
28. I am willing to listen to different perspectives.



29. I check that the information is both precise and up-to-date.



30. You identify problems and issues needing resolution.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 Meets Standards 2 Definite Strength 3		
				1	2	3
26. You use financial metrics of similar companies to estimate the value our company.	15	2.20	33.3	13%	53%	33%
27. You identify opportunities for progress and innovation.	15	2.00	26.7	27%	47%	27%
28. I am willing to listen to different perspectives.	15	2.47	53.3	7%	40%	53%
29. I check that the information is both precise and up-to-date.	15	2.60	60.0		40%	60%
30. You identify problems and issues needing resolution.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.

Goals

Definition:

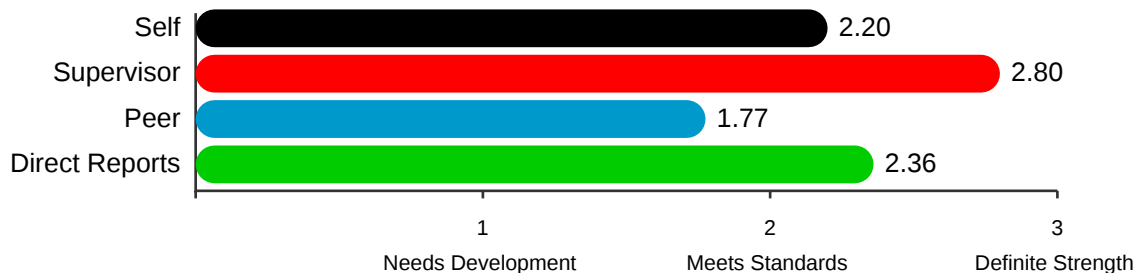
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress 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. You strategically plan activities, resources, and personnel to ensure that progress is made on all current goals.



32. You say "no" to goals that will detract from the organization's objectives.



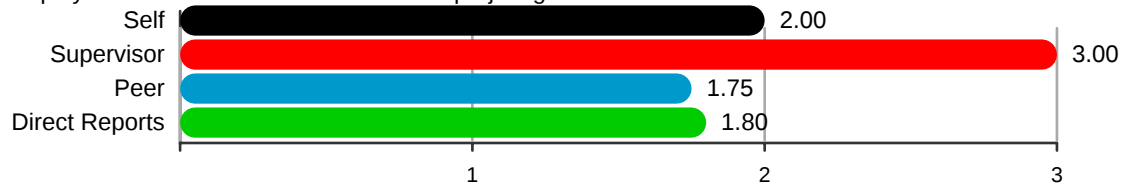
33. You set clear priorities, create a distraction-free environment, and employ effective time management strategies to achieve goals.



34. I am aware of the criteria used to evaluate performance relative to goals.



35. I keeps employees informed about the status of a project goal.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
31. You strategically plan activities, resources, and personnel to ensure that progress is made on all current goals.	15	2.13	33.3	20%	47%	33%
32. You say "no" to goals that will detract from the organization's objectives.	15	2.13	33.3	20%	47%	33%
33. You set clear priorities, create a distraction-free environment, and employ effective time management strategies to achieve goals.	15	2.07	33.3	27%	40%	33%
34. I am aware of the criteria used to evaluate performance relative to goals.	15	2.13	26.7	13%	60%	27%
35. I keeps employees informed about the status of a project goal.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- ___ is very responsive and provides great support service.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.

Technology Use/Management

Definition:

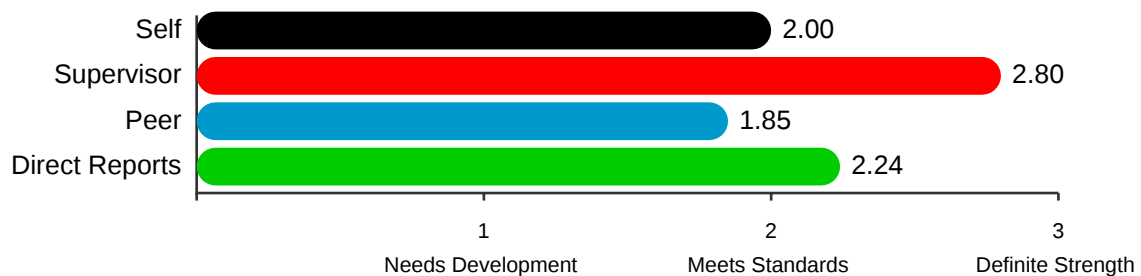
Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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. You are proficient in the use of technical systems and processes.



37. You adopt the implementation of new technology into the workplace.



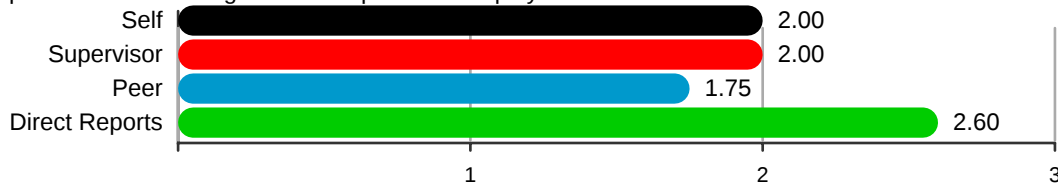
38. You understand and are committed to implementing new technologies.



39. You support employee training and development initiatives regarding implementation of technology.



40. You support technical training and development of employees.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. You are proficient in the use of technical systems and processes.	15	1.87	20.0	33%	47%	20%
37. You adopt the implementation of new technology into the workplace.	15	1.93	13.3	20%	67%	13%
38. You understand and are committed to implementing new technologies.	15	2.07	33.3	27%	40%	33%
39. You support employee training and development initiatives regarding implementation of technology.	15	2.33	33.3		67%	33%
40. You support technical training and development of employees.	15	2.07	33.3	27%	40%	33%

Comments:

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Provide more frequent development feedback.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- She is a strong leader complemented with sound judgement

Regulatory/Compliance

Definition:

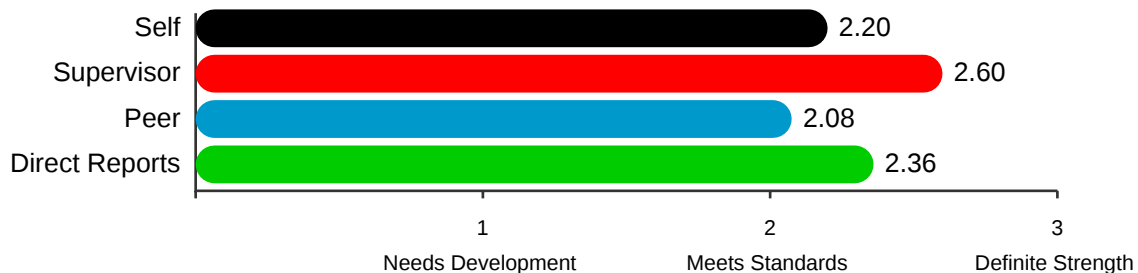
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why this is Important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

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. I can create an oversight panel to provide comprehensive supervision for the organization.



42. I periodically assess the effectiveness of regulatory/compliance programs.



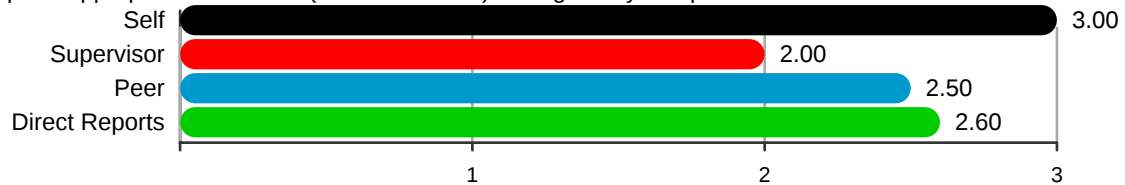
43. I create and distribute code of ethics and code of conduct.



44. I strengthen employees' ability to appropriately handle compliance and ethics issues.



45. I develop the appropriate incentives (or disincentives) for regulatory compliance.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. I can create an oversight panel to provide comprehensive supervision for the organization.	15	2.00	26.7	27%	47%	27%
42. I periodically assess the effectiveness of regulatory/compliance programs.	15	2.13	33.3	20%	47%	33%
43. I create and distribute code of ethics and code of conduct.	15	2.20	40.0	20%	40%	40%
44. I strengthen employees' ability to appropriately handle compliance and ethics issues.	15	2.20	26.7	7%	67%	27%
45. I develop the appropriate incentives (or disincentives) for regulatory compliance.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- I think at times her dedication to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.

Others

Definition:

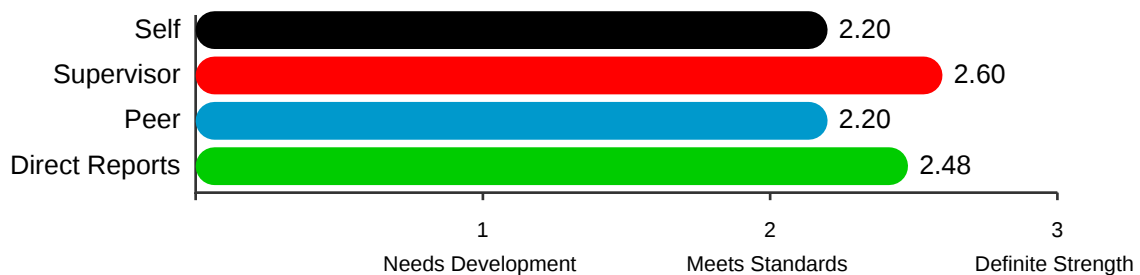
Works well with other employees.

Why this is Important:

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

Summary Scores:

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



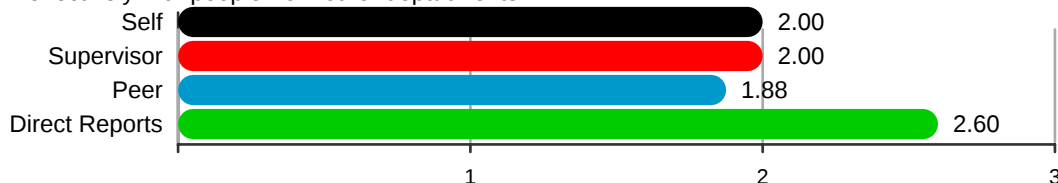
Scores on Each Item:

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

46. You consistently demonstrate ability and willingness to trust others.



47. You work effectively with people from other departments.



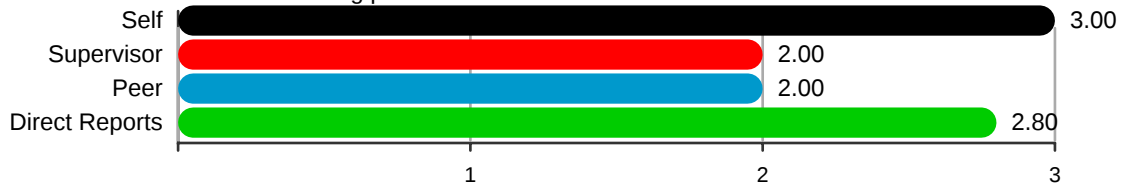
48. You are able to see issues from others' perspectives.



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



50. You include others in the decision making processes.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized by 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
46. You consistently demonstrate ability and willingness to trust others.	15	2.27	26.7		73%	27%
47. You work effectively with people from other departments.	15	2.13	26.7	13%	60%	27%
48. You are able to see issues from others' perspectives.	15	2.40	40.0		60%	40%
49. You support the efforts of other employees in implementing solutions to problems.	15	2.47	46.7		53%	47%
50. You include others in the decision making processes.	15	2.33	46.7	13%	40%	47%

Comments:

- She sets a good example for personal growth.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ___ 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!
- ___ is a strong leader & mentor.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ encourages us as directors to go out with one voice and keeps us accountable.

Company

Definition:

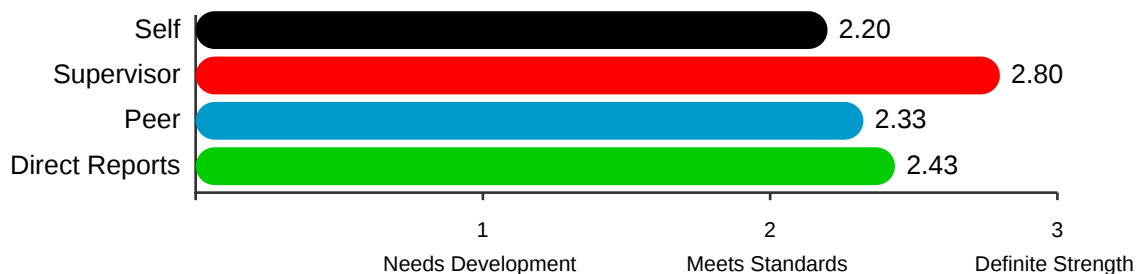
A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

Why this is Important:

This definition of Company is important because it captures the full spectrum of what makes an organization not just functional, but exceptional—balancing operational excellence with human-centered values. By integrating dimensions like ethics, morale, adaptability, and pride alongside strategic elements like staffing, competitiveness, and resource allocation, it creates a blueprint for sustainable success and cultural resilience. Organizations that embody this holistic model are better equipped to attract top talent, foster innovation, and build enduring trust with both employees and external stakeholders.

Summary Scores:

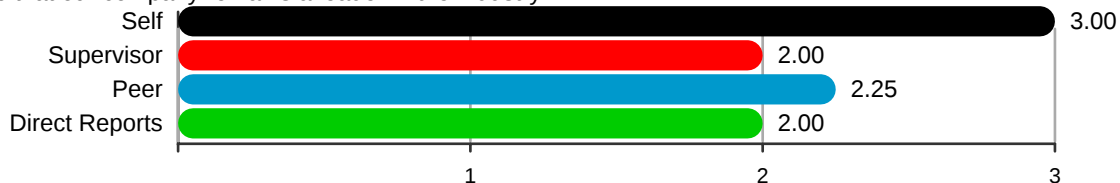
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

51. I ensure that our company remains a leader in the industry.



52. You express loyalty and dedication to [Company] in interactions with others.



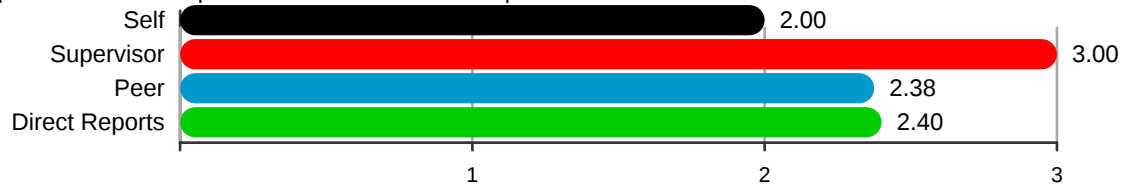
53. You ensure employees have all the tools and equipment need to maintain production schedules.



54. You provide access to training, documentation, and expert support to help employees use resources effectively



55. You implement fair and equitable time and attendance policies.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
51. I ensure that our company remains a leader in the industry.	14	2.21	28.6	7%	64%	29%
52. You express loyalty and dedication to [Company] in interactions with others.	14	2.29	42.9	14%	43%	43%
53. You ensure employees have all the tools and equipment need to maintain production schedules.	15	2.53	53.3		47%	53%
54. You provide access to training, documentation, and expert support to help employees use resources effectively	15	2.47	46.7		53%	47%
55. You implement fair and equitable time and attendance policies.	15	2.40	40.0		60%	40%

Comments:

- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- I appreciate how ___ guides, supports, and direct staff.