



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

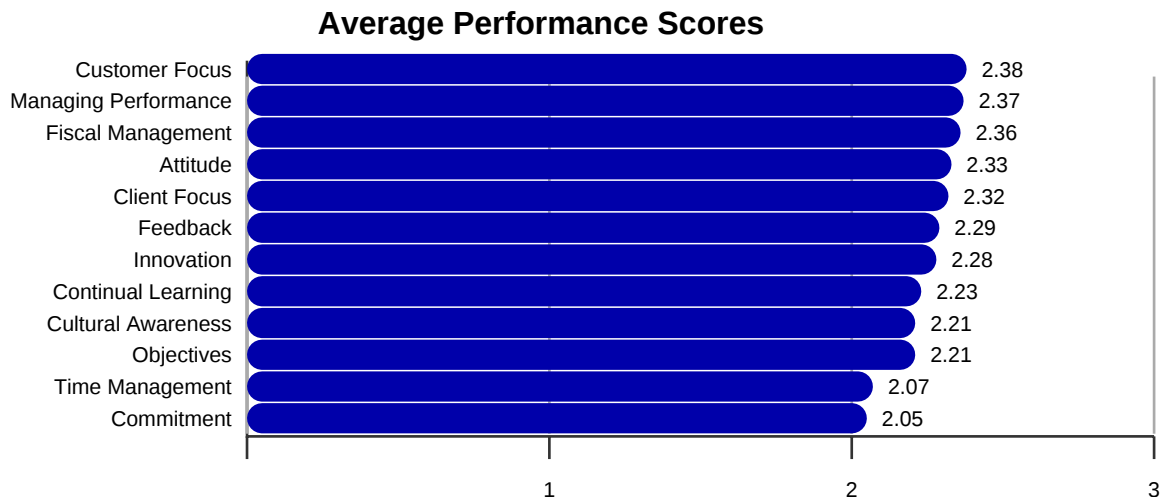
What to Do with Your Feedback

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 12 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.



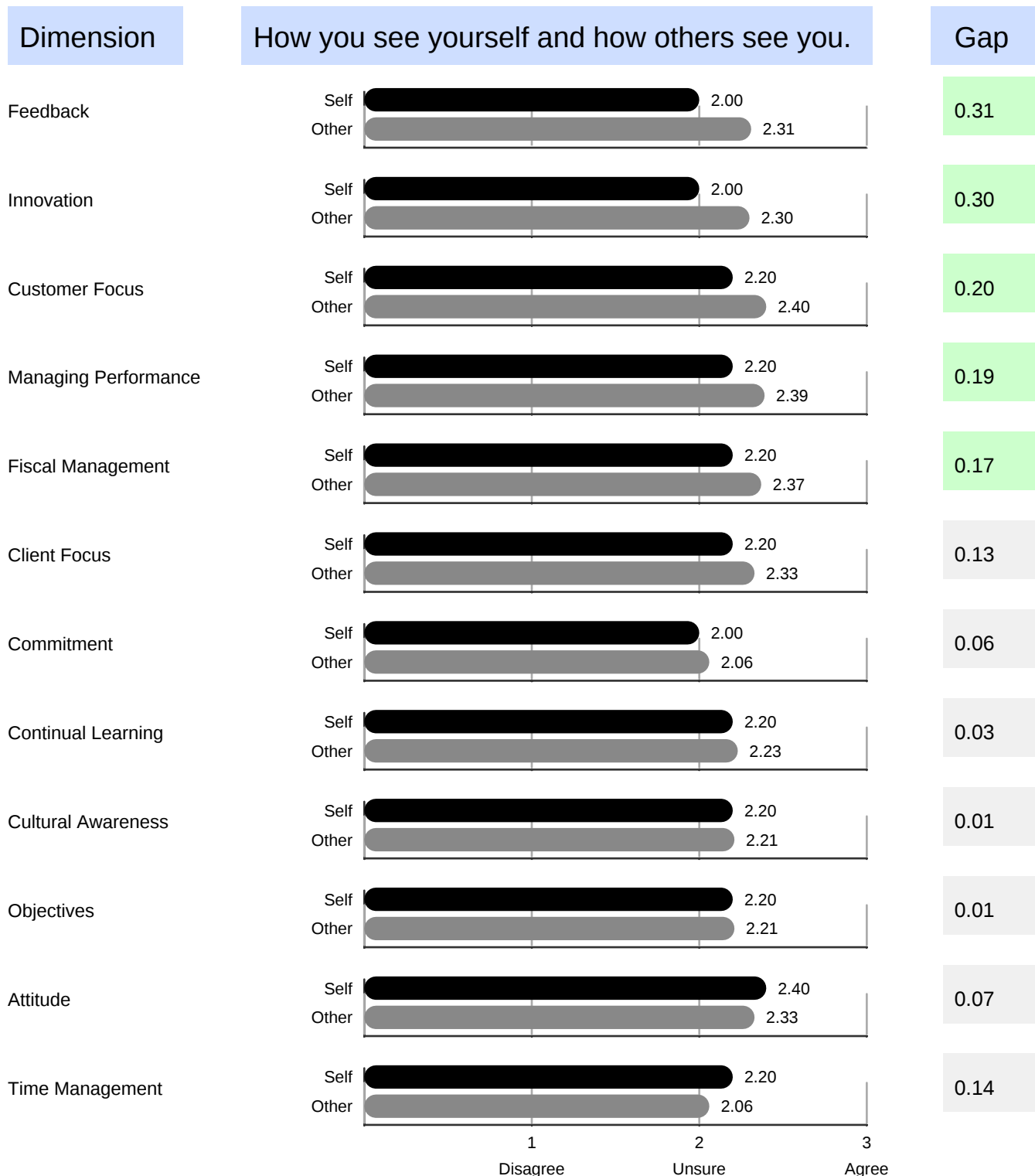
Disagree

Unsure

Agree

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.



Managing Performance

Definition:

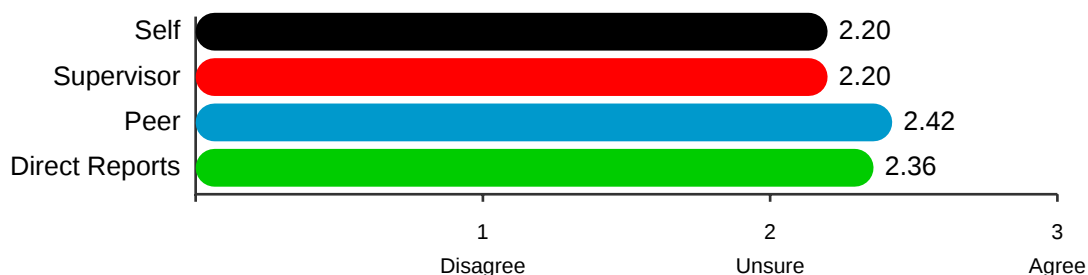
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance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



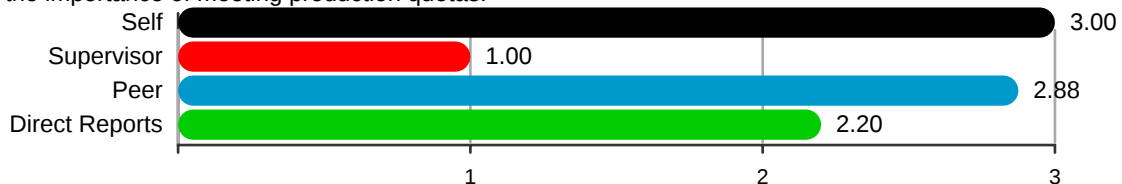
Scores on Each Item:

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

1. You set clear and ambitious goals to be met.



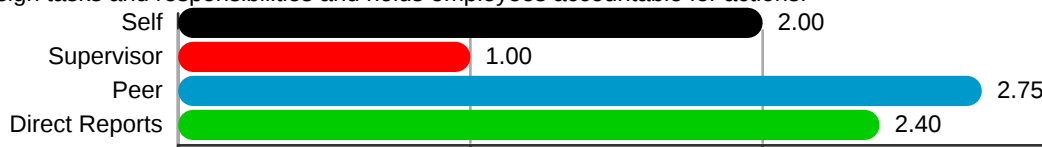
2. I stress the importance of meeting production quotas.



3. I set the Objectives and Key Results (OKRs) required for the position.



4. You assign tasks and responsibilities and holds employees accountable for actions.



5. I reward exceptional individuals with additional responsibilities.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
1. You set clear and ambitious goals to be met.	15	2.27	33.3	7%	60%	33%
2. I stress the importance of meeting production quotas.	15	2.53	73.3	20%	7%	73%
3. I set the Objectives and Key Results (OKRs) required for the position.	15	2.33	40.0	7%	53%	40%
4. You assign tasks and responsibilities and holds employees accountable for actions.	15	2.47	53.3	7%	40%	53%
5. I reward exceptional individuals with additional responsibilities.	15	2.27	40.0	13%	47%	40%

Comments:

- I think she is an asset to the department.
- ___ has done a wonderful job in supporting her team and making herself available.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.

Innovation

Definition:

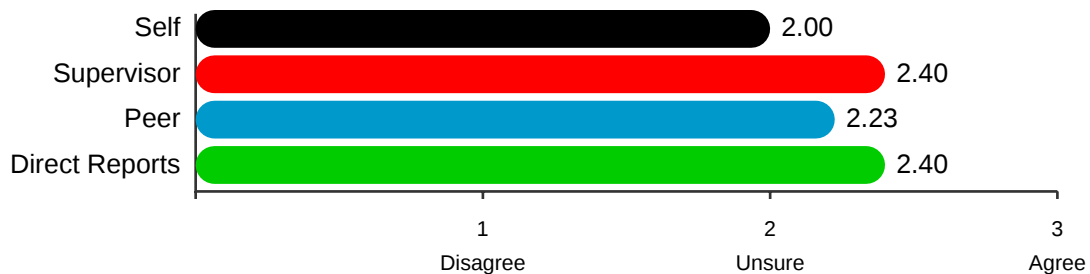
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to 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:

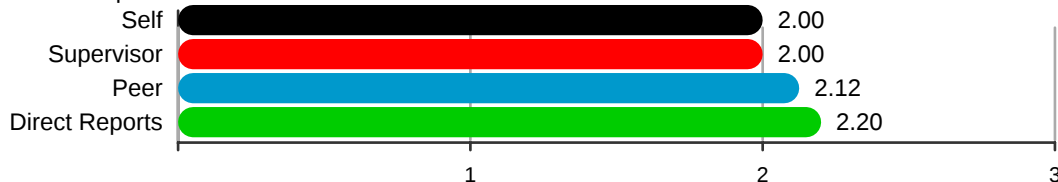
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. You facilitate acceptance of new ideas.



7. You challenge current procedures / processes to develop new solutions.



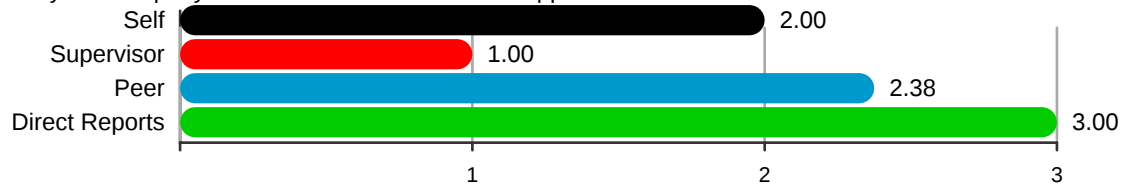
8. You adjust creative approaches to ensure they meet both short-term and long-term business goals.



9. You analyze current procedures and identify opportunities for improvement.



10. You look beyond company for new ideas and innovative approaches.



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. You facilitate acceptance of new ideas.	15	2.13	33.3	20%	47%	33%
7. You challenge current procedures / processes to develop new solutions.	15	2.07	26.7	20%	53%	27%
8. You adjust creative approaches to ensure they meet both short-term and long-term business goals.	15	2.33	40.0	7%	53%	40%
9. You analyze current procedures and identify opportunities for improvement.	15	2.40	53.3	13%	33%	53%
10. You look beyond company for new ideas and innovative approaches.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ always presents herself in the most professional manner.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- ___ is a strong leader and passionate about her customers, staff and safety.

Continual Learning

Definition:

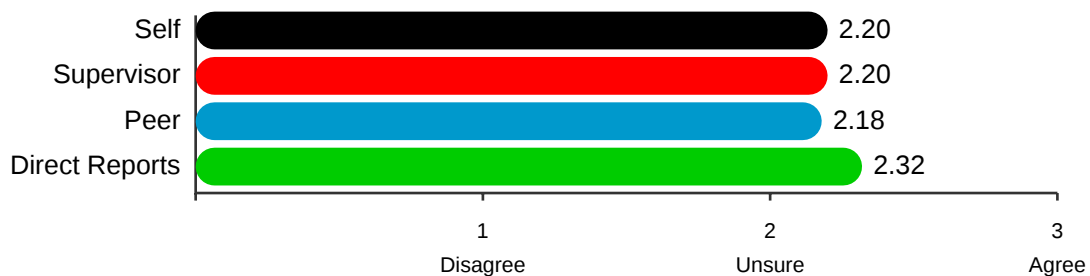
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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.



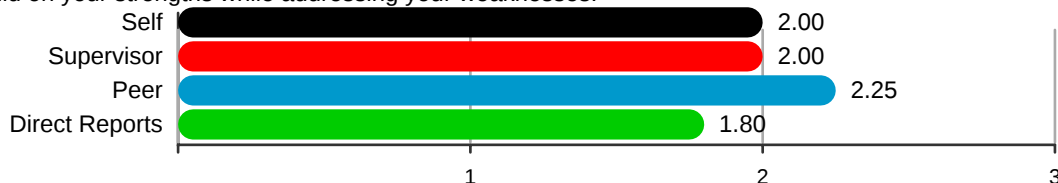
Scores on Each Item:

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

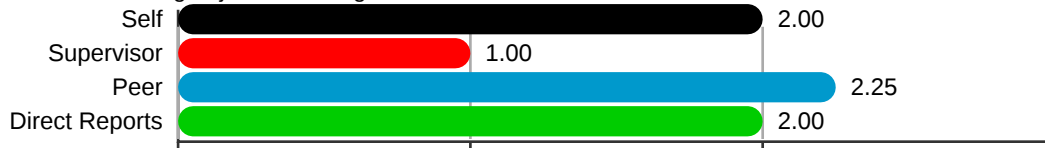
11. I view setbacks as opportunities to learn from.



12. You build on your strengths while addressing your weaknesses.



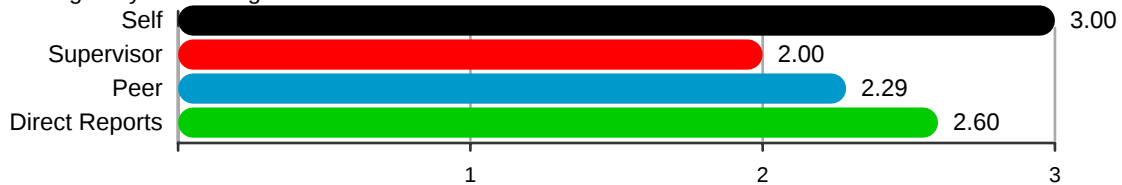
13. You set relevant learning objectives and goals.



14. You pursue self-improvement through continual learning.



15. You take charge of your training and skills enhancement.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
11. I view setbacks as opportunities to learn from.	15	2.33	40.0	7%	53%	40%
12. You build on your strengths while addressing your weaknesses.	15	2.07	20.0	13%	67%	20%
13. You set relevant learning objectives and goals.	15	2.07	26.7	20%	53%	27%
14. You pursue self-improvement through continual learning.	15	2.27	40.0	13%	47%	40%
15. You take charge of your training and skills enhancement.	14	2.43	50.0	7%	43%	50%

Comments:

- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ is a great team player with an employee safety and satisfaction focus.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.

Feedback

Definition:

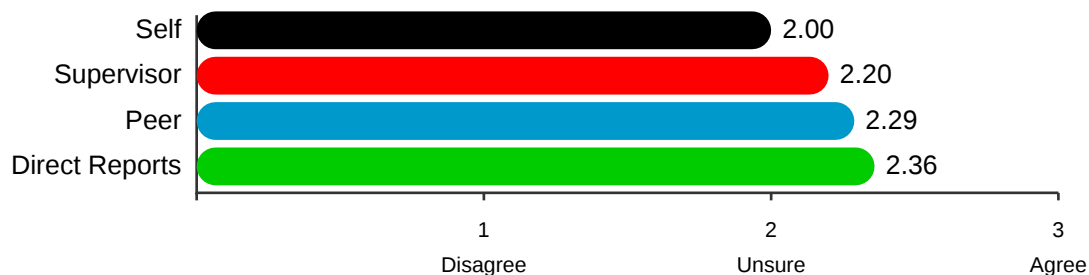
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while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

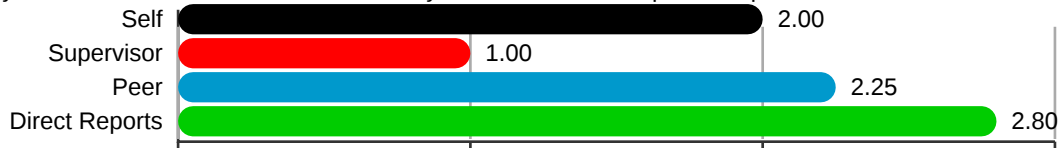
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I actively seek and value feedback from a variety of sources, include peers, supervisors, and external stakeholders.



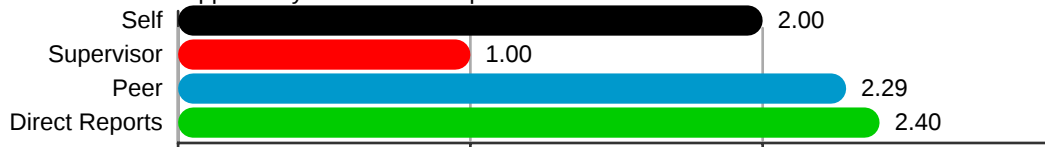
17. I deliver feedback in a respectful, supportive manner.



18. I express appreciation for the feedback and acknowledge the effort others put into providing it, fostering a positive feedback culture.



19. You see feedback as an opportunity to learn and improve.



20. You conduct regular feedback sessions, such as one-on-one meetings or performance reviews, to help maintain ongoing communication and ensure that employees stay on track with their development goals.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. I actively seek and value feedback from a variety of sources, include peers, supervisors, and external stakeholders.	15	2.33	46.7	13%	40%	47%
17. I deliver feedback in a respectful, supportive manner.	15	2.33	40.0	7%	53%	40%
18. I express appreciation for the feedback and acknowledge the effort others put into providing it, fostering a positive feedback culture.	14	2.00	14.3	14%	71%	14%
19. You see feedback as an opportunity to learn and improve.	14	2.21	42.9	21%	36%	43%
20. You conduct regular feedback sessions, such as one-on-one meetings or performance reviews, to help maintain ongoing communication and ensure that employees stay on track with their development goals.	15	2.53	60.0	7%	33%	60%

Comments:

- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- ___ is a great partner in Systems Implementation.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.

Attitude

Definition:

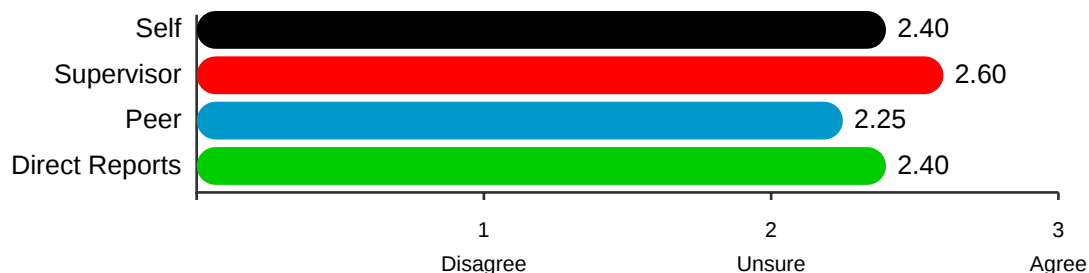
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

Why this is Important:

Attitude, as defined through those rich dimensions, plays a foundational role in shaping an organization's culture, employee engagement, and overall effectiveness. When individuals demonstrate respect, optimism, humility, resilience, and a genuine concern for others, it fosters psychological safety--allowing teams to collaborate with trust and creativity rather than fear or defensiveness. These traits not only drive performance and innovation, but they also signal a shared commitment to excellence, continuous learning, and collective success. Ultimately, the presence of strong attitudes across an organization elevates morale, strengthens relationships, and creates an environment where both people and results can flourish together.

Summary Scores:

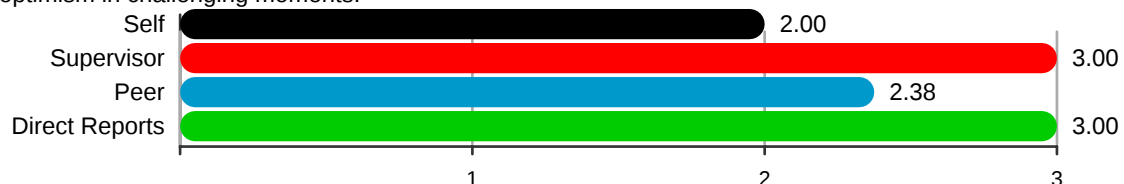
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

21. I show optimism in challenging moments.



22. I show initiative in resolving challenges rather than waiting for others to intervene.



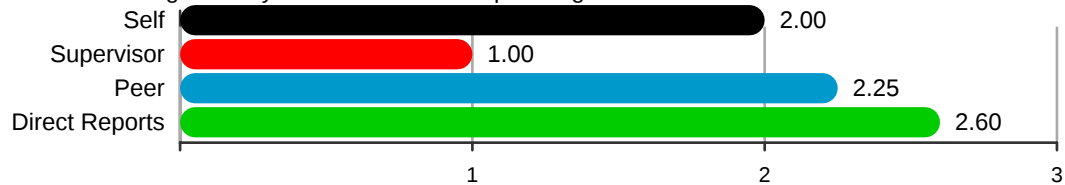
23. I demonstrate care and thoughtfulness in even the smallest tasks.



24. You demonstrate awareness of others' time constraints and adjust accordingly.



25. I accommodate differing work styles and needs when planning team interactions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
21. I show optimism in challenging moments.	15	2.60	66.7	7%	27%	67%
22. I show initiative in resolving challenges rather than waiting for others to intervene.	15	2.33	40.0	7%	53%	40%
23. I demonstrate care and thoughtfulness in even the smallest tasks.	15	2.07	20.0	13%	67%	20%
24. You demonstrate awareness of others' time constraints and adjust accordingly.	15	2.40	53.3	13%	33%	53%
25. I accommodate differing work styles and needs when planning team interactions.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- She strives for self improvement and is heavily invested in the same for others.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.

Cultural Awareness

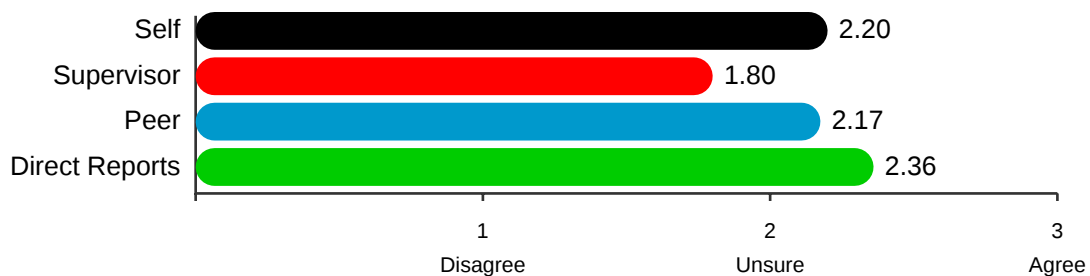
Definition:

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

Why this is Important:

Summary Scores:

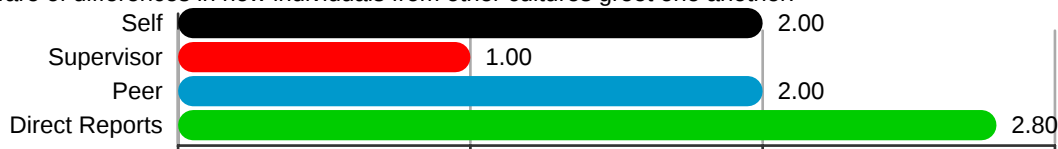
The summary scores shown here are an average of each of the items in this competency.



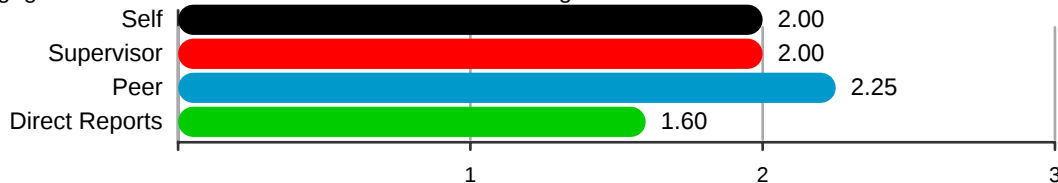
Scores on Each Item:

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

26. I am aware of differences in how individuals from other cultures greet one another.



27. You engage with individuals that have different cultural backgrounds.



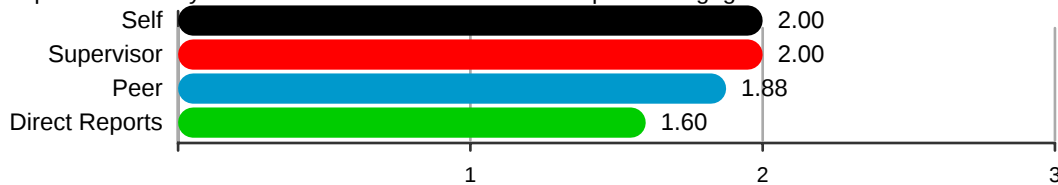
28. You understand how your own cultural background can impact the way you communicate and interact with others.



29. You treat others with dignity and respect.



30. You participate in diversity and inclusion initiatives to model respectful engagement.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
26. I am aware of differences in how individuals from other cultures greet one another.	15	2.20	33.3	13%	53%	33%
27. You engage with individuals that have different cultural backgrounds.	15	2.00	26.7	27%	47%	27%
28. You understand how your own cultural background can impact the way you communicate and interact with others.	15	2.47	53.3	7%	40%	53%
29. You treat others with dignity and respect.	15	2.60	60.0		40%	60%
30. You participate in diversity and inclusion initiatives to model respectful engagement.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is willing to understand how a current process works before wanting to incorporate changes.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.

Time Management

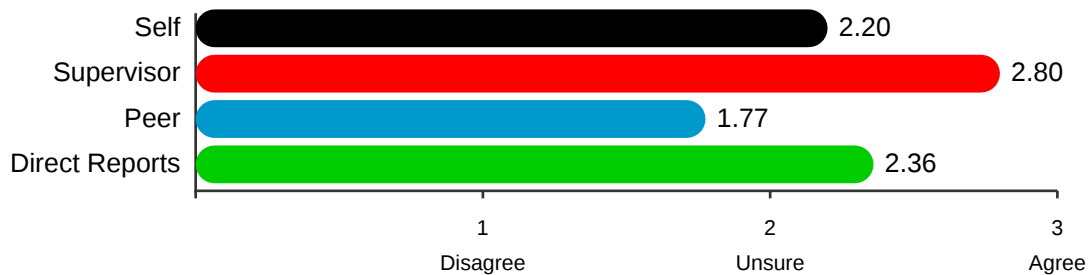
Definition:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why this is Important:

Summary Scores:

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



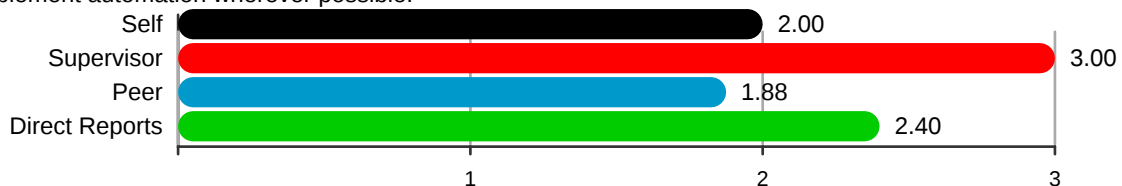
Scores on Each Item:

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

31. You set a good balance between work and family life.



32. You implement automation wherever possible.



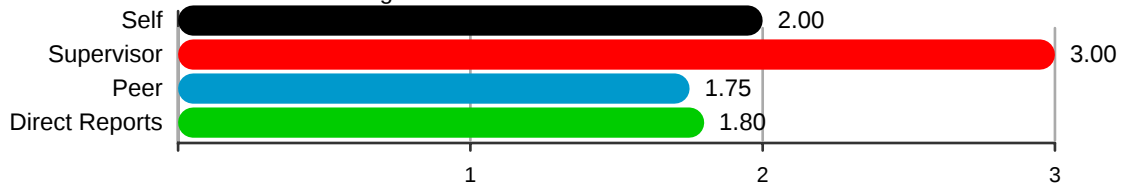
33. You use a calendar effectively to keep track of when events or milestones are supposed to occur.



34. You continue working on the most important tasks until they are completed.



35. I process items in the inbox instead of letting them accumulate.



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. You set a good balance between work and family life.	15	2.13	33.3	20%	47%	33%
32. You implement automation wherever possible.	15	2.13	33.3	20%	47%	33%
33. You use a calendar effectively to keep track of when events or milestones are supposed to occur.	15	2.07	33.3	27%	40%	33%
34. You continue working on the most important tasks until they are completed.	15	2.13	26.7	13%	60%	27%
35. I process items in the inbox instead of letting them accumulate.	15	1.87	20.0	33%	47%	20%

Comments:

- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- ___ analyzes all situations before making a decision.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Commitment

Definition:

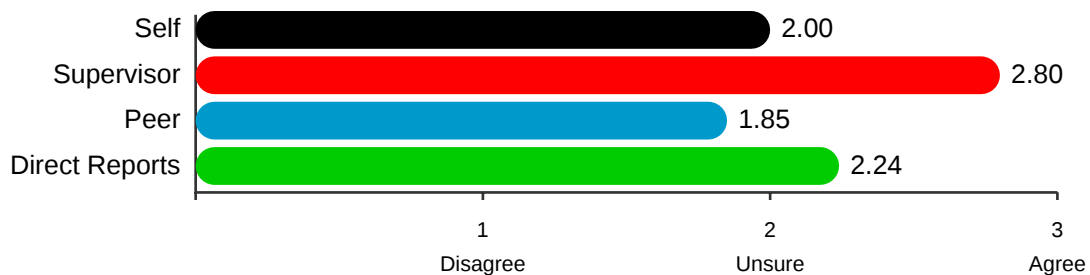
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

Why this is Important:

Commitment is vital for businesses because it ensures employees remain dedicated and focused, driving consistent performance even when challenges arise. When individuals align their values and goals with organizational priorities, they create ownership and accountability that directly contribute to long-term success. Commitment also fosters a culture of engagement, shared values, and employee development, which strengthens capabilities and inspires collective achievement. Ultimately, strong commitment across all levels of the hierarchy builds resilience, urgency, and loyalty that sustain growth and competitive advantage.

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 remove barriers to performance, proactively address obstacles that can hinder commitment to organizational results.



37. I celebrate collective achievements, reinforcing the commitment of shared success over individual recognition.



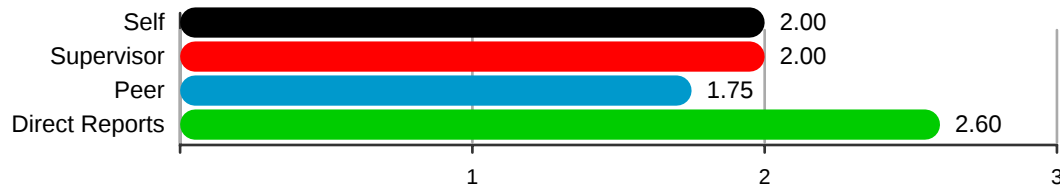
38. You model reliability by being present, prepared, and engaged in both routine and high-stakes situations.



39. I build commitment by asking employees to take responsibility for a piece of the initiative, making it "theirs."



40. You elevate accountability from obligation to ownership, ensuring employees commit because they believe in the value of their role.



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. You remove barriers to performance, proactively address obstacles that can hinder commitment to organizational results.	15	1.87	20.0	33%	47%	20%
37. I celebrate collective achievements, reinforcing the commitment of shared success over individual recognition.	15	1.93	13.3	20%	67%	13%
38. You model reliability by being present, prepared, and engaged in both routine and high-stakes situations.	15	2.07	33.3	27%	40%	33%
39. I build commitment by asking employees to take responsibility for a piece of the initiative, making it "theirs."	15	2.33	33.3		67%	33%
40. You elevate accountability from obligation to ownership, ensuring employees commit because they believe in the value of their role.	15	2.07	33.3	27%	40%	33%

Comments:

- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.

Objectives

Definition:

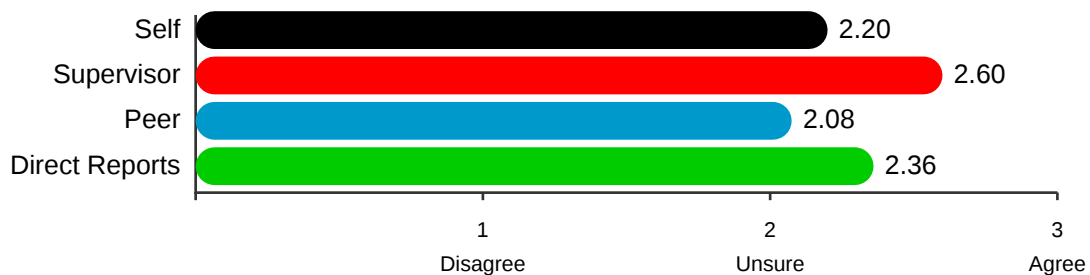
Establishes and completes objectives.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. You are able to establish realistic goals.



42. You effectively organize resources and plans



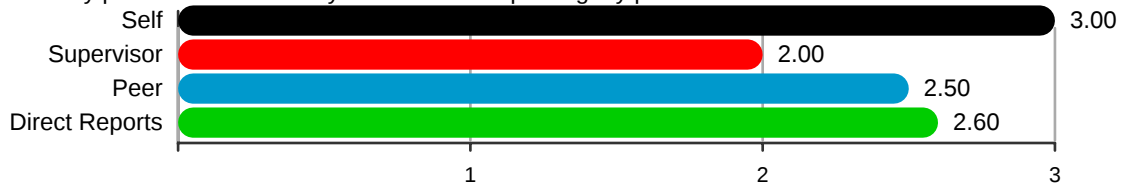
43. You organize and schedules events, activities, and resources.



44. You establish goals and objectives.



45. You consistently provide me with timely feedback for improving my performance.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
41. You are able to establish realistic goals.	15	2.00	26.7	27%	47%	27%
42. You effectively organize resources and plans	15	2.13	33.3	20%	47%	33%
43. You organize and schedules events, activities, and resources.	15	2.20	40.0	20%	40%	40%
44. You establish goals and objectives.	15	2.20	26.7	7%	67%	27%
45. You consistently provide me with timely feedback for improving my performance.	15	2.53	60.0	7%	33%	60%

Comments:

- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ consistently asks how the day is going, if she can help us at all.
- Don't be afraid to ask questions when stuck on a task.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She consistently helps us in problem solving a variety of issues.

Client Focus

Definition:

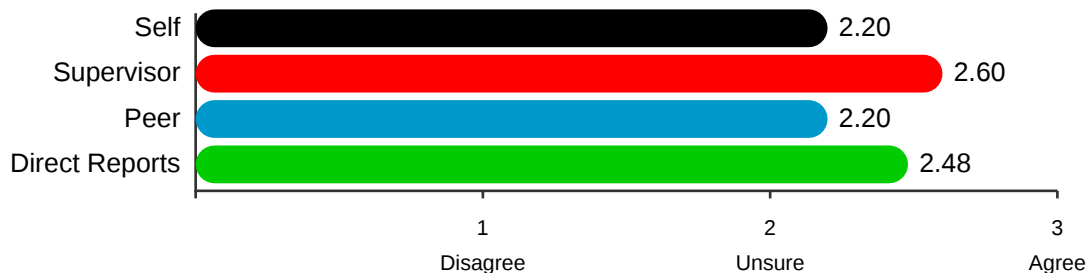
Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving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

Why this is Important:

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

Summary Scores:

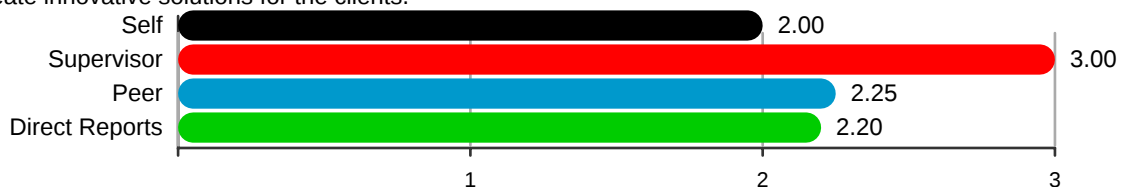
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

46. You create innovative solutions for the clients.



47. I make sure client needs are understood by the team members.



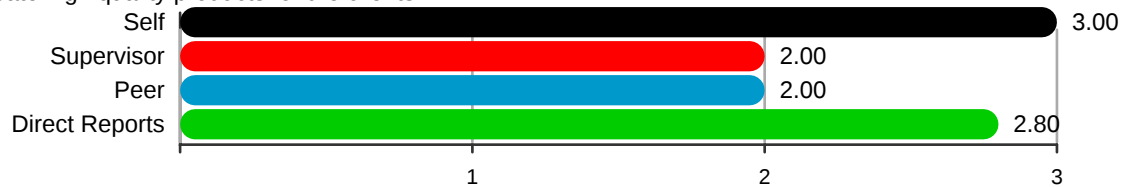
48. You are above average in addressing the needs of the clients.



49. I tailor solutions to meet the specific needs of each client.



50. You create high quality products for the clients.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. You create innovative solutions for the clients.	15	2.27	26.7		73%	27%
47. I make sure client needs are understood by the team members.	15	2.13	26.7	13%	60%	27%
48. You are above average in addressing the needs of the clients.	15	2.40	40.0		60%	40%
49. I tailor solutions to meet the specific needs of each client.	15	2.47	46.7		53%	47%
50. You create high quality products for the clients.	15	2.33	46.7	13%	40%	47%

Comments:

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- ____ has excellent communication skills.
- ____ collaborates well with other departments and managers.
- I've only had the pleasure of working with ____ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- She is an excellent problem solver.

Customer Focus

Definition:

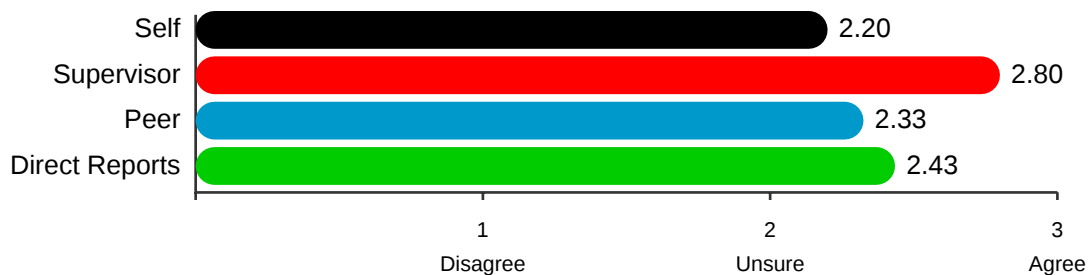
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations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

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

51. You look for opportunities that have a positive impact on customers.



52. You anticipate and proactively resolve issues that the customer may face.



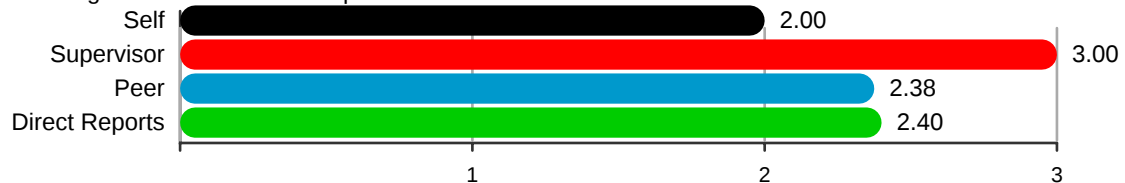
53. You are honest in all communication with the customers.



54. You attend to the customer's needs in addition to the specific needs of the project. Attended to the customer's needs in addition to the specific needs of the project.



55. I provide training to others on how to improve customer service.



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
51. You look for opportunities that have a positive impact on customers.	14	2.21	28.6	7%	64%	29%
52. You anticipate and proactively resolve issues that the customer may face.	14	2.29	42.9	14%	43%	43%
53. You are honest in all communication with the customers.	15	2.53	53.3		47%	53%
54. You attend to the customer's needs in addition to the specific needs of the project. Attended to the customer's needs in addition to the specific needs of the project.	15	2.47	46.7		53%	47%
55. I provide training to others on how to improve customer service.	15	2.40	40.0		60%	40%

Comments:

- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- ___ sets high standards for those she works with and expects the same of herself.
- I like that she challenges me.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ has been very supportive of me and the Institute.

Fiscal Management

Definition:

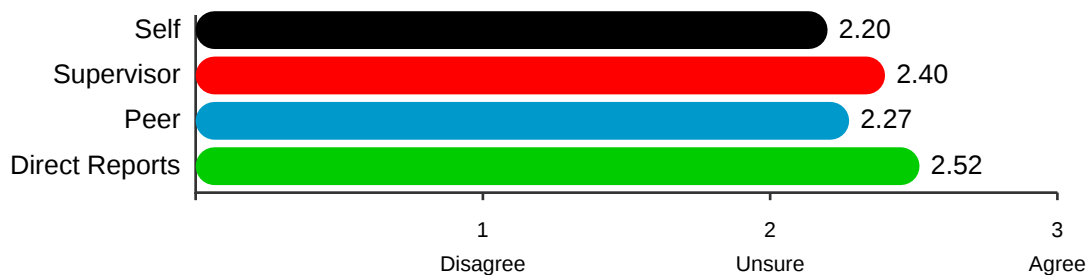
Maintains appropriate financial controls and budgets.

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.

56. You develop of the department's annual budget.



57. You keep excellent records for financial transparency.



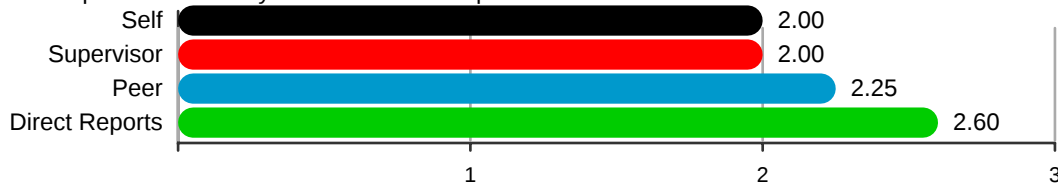
58. You provide budgeting and accounting support to the Company.



59. You develop budgets and plans for various programs and initiatives.



60. You monitor expenses and verify the need for items purchased.



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
56. You develop of the department's annual budget.	15	2.53	53.3	47%		53%
57. You keep excellent records for financial transparency.	15	2.33	33.3	67%		33%
58. You provide budgeting and accounting support to the Company.	15	2.33	33.3	67%		33%
59. You develop budgets and plans for various programs and initiatives.	15	2.27	26.7	73%		27%
60. You monitor expenses and verify the need for items purchased.	15	2.33	33.3	67%		33%

Comments:

- Be being better organized. It would help with prioritizing.
- Provide regular updates on the progress of work/tasks/projects.
- ___ is approachable and professional in her interaction with staff and with customers.
- ___ has improved with her follow-up assignments from meetings.
- ___ is a strong leader & mentor.
- Isn't afraid to ask the tough questions to get people to think outside of their box.