



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

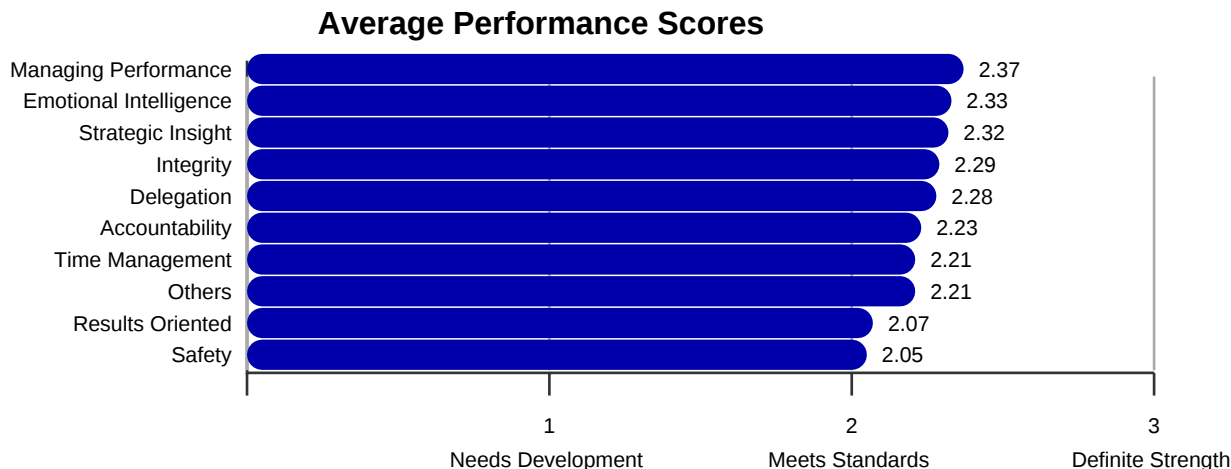
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Managing Performance

Definition:

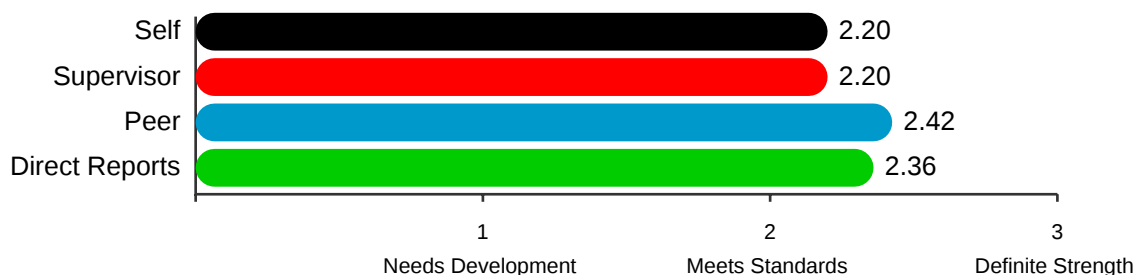
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance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



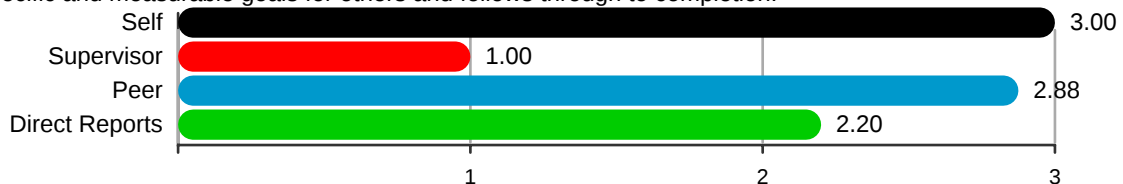
Scores on Each Item:

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

1. Trains and develops employees to realize their maximum potential.



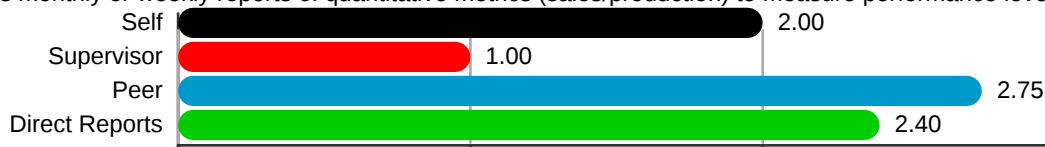
2. Sets specific and measurable goals for others and follows through to completion.



3. Ensures team members receive rewards for positive performance accomplishments.



4. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.



5. Links qualitative objectives to quantitative key results.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are color-coded 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. Trains and develops employees to realize their maximum potential.	15	2.27	33.3	7%	60%	33%
2. Sets specific and measurable goals for others and follows through to completion.	15	2.53	73.3	20%	7%	73%
3. Ensures team members receive rewards for positive performance accomplishments.	15	2.33	40.0	7%	53%	40%
4. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.	15	2.47	53.3	7%	40%	53%
5. Links qualitative objectives to quantitative key results.	15	2.27	40.0	13%	47%	40%

Comments:

- Communication to staff has greatly improved.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- Ready to tackle any given problem and help others finish 1st
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
-

I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.

Delegation

Definition:

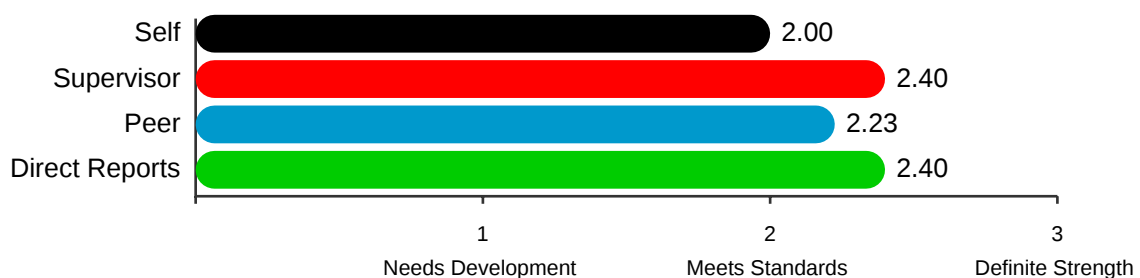
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective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

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

6. Ensures subordinates understand how their tasks contribute to team or company goals.



7. Offers tools, training, and any additional guidance as needed.



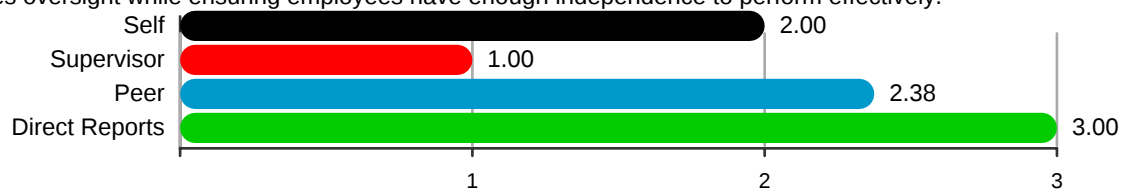
8. Defines the roles, responsibilities, required actions, and deadlines for team members.



9. Discusses with team members about what to do, not how to do it.



10. Provides oversight while ensuring employees have enough independence to perform effectively.



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
6. Ensures subordinates understand how their tasks contribute to team or company goals.	15	2.13	33.3	20%	47%	33%
7. Offers tools, training, and any additional guidance as needed.	15	2.07	26.7	20%	53%	27%
8. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.33	40.0	7%	53%	40%
9. Discusses with team members about what to do, not how to do it.	15	2.40	53.3	13%	33%	53%
10. Provides oversight while ensuring employees have enough independence to perform effectively.	15	2.47	60.0	13%	27%	60%

Comments:

- Provide regular updates on the progress of work/tasks/projects.
- _____ is a true asset to [CompanyName].
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.

Accountability

Definition:

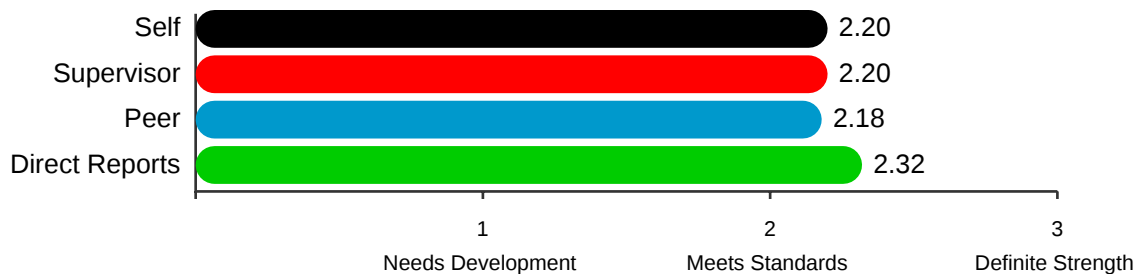
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

Why this is Important:

Accountability is a driving force to achieve performance goals. When people know that their actions are being observed and evaluated, they are more likely to put forth their best effort. Holding employees accountable ensures that their objectives are aligned with the overall business objectives. This is because clear expectations provide a roadmap for success, and the potential consequences serve as a motivator to achieve the set 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.

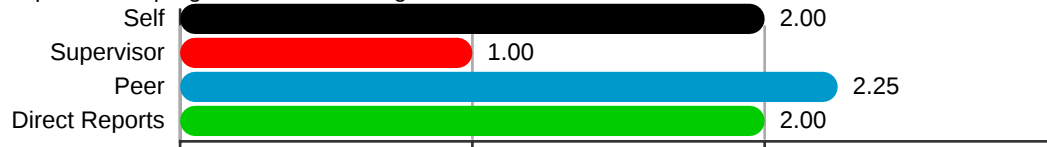
11. Takes ownership of mistakes and learns from them.



12. Works diligently for the success of the team.



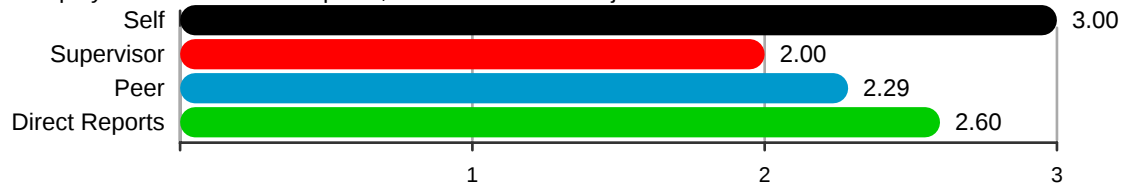
13. Informs supervisor of progress without having to be asked about it.



14. Requires advanced warning on problems and issues that will affect completion of tasks.



15. Requires employees to submit action plans, timelines or other objectives.



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
11. Takes ownership of mistakes and learns from them.	15	2.33	40.0	7%	53%	40%
12. Works diligently for the success of the team.	15	2.07	20.0	13%	67%	20%
13. Informs supervisor of progress without having to be asked about it.	15	2.07	26.7	20%	53%	27%
14. Requires advanced warning on problems and issues that will affect completion of tasks.	15	2.27	40.0	13%	47%	40%
15. Requires employees to submit action plans, timelines or other objectives.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- Improve communication delivery. Acknowledge what others are saying.
- _____ is willing to understand how a current process works before wanting to incorporate changes.

Integrity

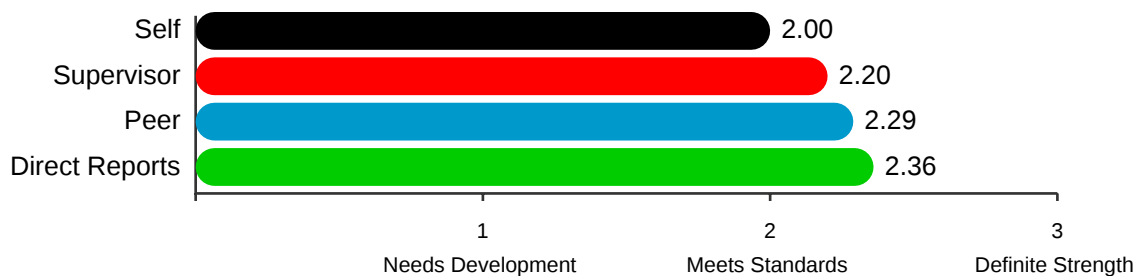
Definition:

Why this is Important:

Integrity in business is crucial because it builds trust among clients, partners, and employees, fostering a positive reputation and long-term relationships. Companies that uphold integrity are more likely to attract and retain talent, as employees prefer to work in environments that value honesty and fairness. Additionally, ethical business practices lead to better decision-making and reduced risk of legal issues, ultimately enhancing overall performance. Lastly, integrity promotes a culture of accountability and transparency, which helps in maintaining a loyal customer base and sustaining business success.

Summary Scores:

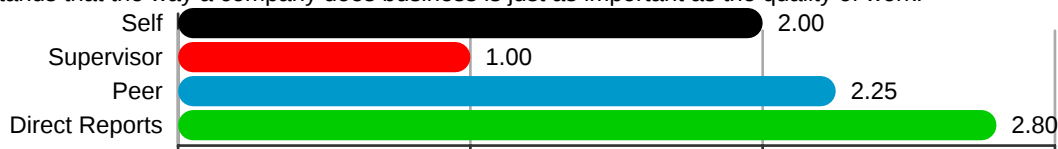
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Understands that the way a company does business is just as important as the quality of work.



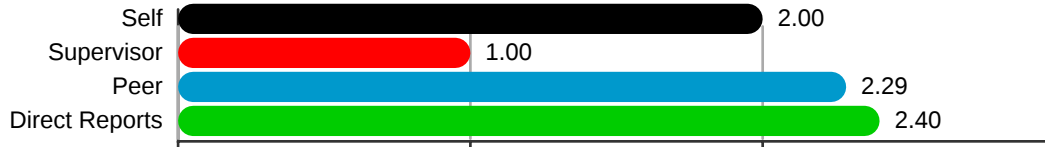
17. Remains true to core values and principles, demonstrating respect and self-control even in challenging situations.



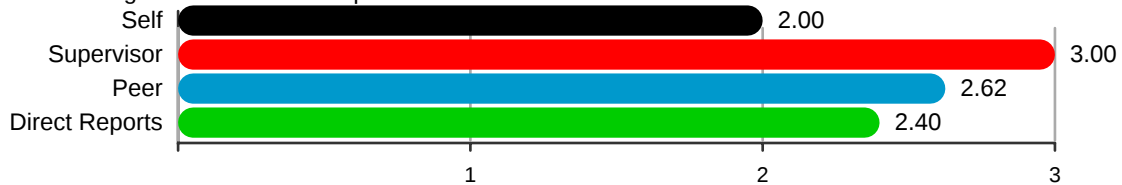
18. Maintains a strong unwavering support for professional standards and behavior.



19. Fosters a commitment to excellence and attention to detail.



20. Conducts all dealings in an honest and upfront manner.



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. Understands that the way a company does business is just as important as the quality of work.	15	2.33	46.7	13%	40%	47%
17. Remains true to core values and principles, demonstrating respect and self-control even in challenging situations.	15	2.33	40.0	7%	53%	40%
18. Maintains a strong unwavering support for professional standards and behavior.	14	2.00	14.3	14%	71%	14%
19. Fosters a commitment to excellence and attention to detail.	14	2.21	42.9	21%	36%	43%
20. Conducts all dealings in an honest and upfront manner.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____ always makes decisions based on what is best for the department or organization.
- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

Emotional Intelligence

Definition:

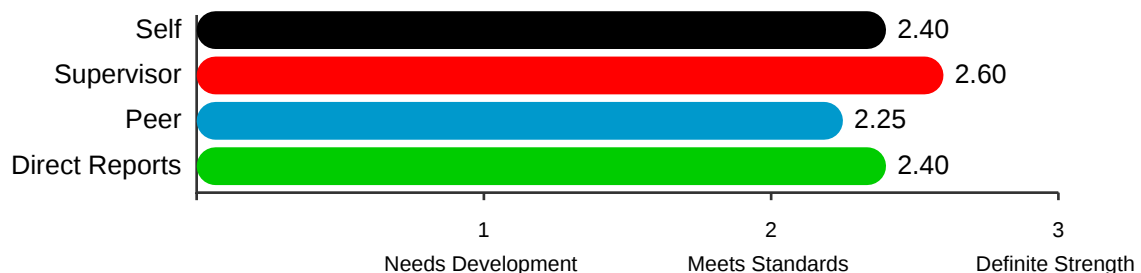
Ability to perceive, interpret, and understand the emotions of others.

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.

21. Is able to control their own emotions.



22. Able to understand others' points of view.



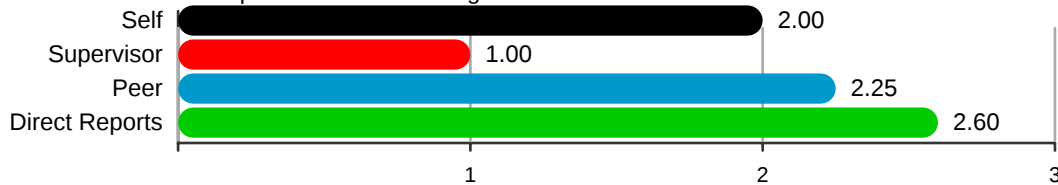
23. Is attentive to emotional cues and interprets others' feelings correctly.



24. Stay calm, composed and positive during difficult events.



25. Willing to take a controversial position for what is "right".



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
21. Is able to control their own emotions.	15	2.60	66.7	7%	27%	67%
22. Able to understand others' points of view.	15	2.33	40.0	7%	53%	40%
23. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.07	20.0	13%	67%	20%
24. Stay calm, composed and positive during difficult events.	15	2.40	53.3	13%	33%	53%
25. Willing to take a controversial position for what is "right".	15	2.27	53.3	27%	20%	53%

Comments:

- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.

Time Management

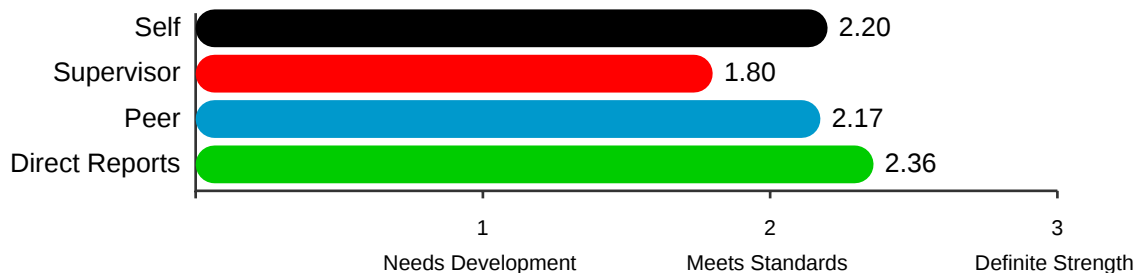
Definition:

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:

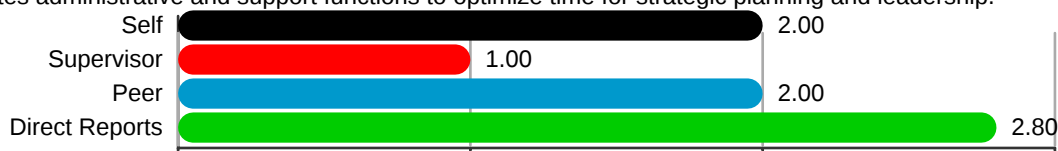
The summary scores shown here are an average of each of the items in this competency.



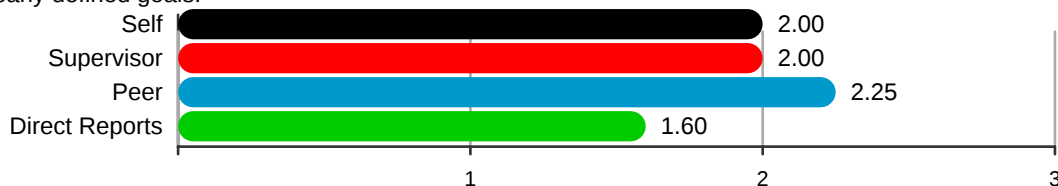
Scores on Each Item:

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

26. Delegates administrative and support functions to optimize time for strategic planning and leadership.



27. Sets clearly defined goals.



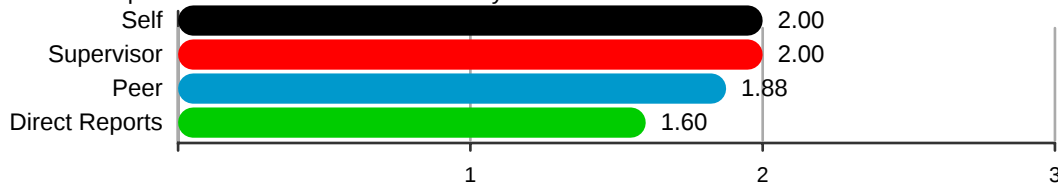
28. Keeps accurate records of time spent on projects for proper billing.



29. Ensures timely completion of vital work.



30. Organizes work responsibilities for maximum efficiency.



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 1	Meets Standards 2 2	Definite Strength 3 3
26. Delegates administrative and support functions to optimize time for strategic planning and leadership.	15	2.20	33.3	13%	53%	33%
27. Sets clearly defined goals.	15	2.00	26.7	27%	47%	27%
28. Keeps accurate records of time spent on projects for proper billing.	15	2.47	53.3	7%	40%	53%
29. Ensures timely completion of vital work.	15	2.60	60.0		40%	60%
30. Organizes work responsibilities for maximum efficiency.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- 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.
- I garner ideas from him regularly and look to him as a mentor.
-

_____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.

Results Oriented

Definition:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

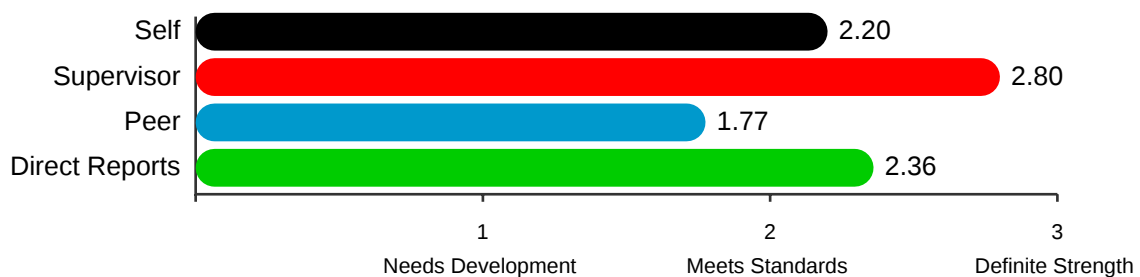
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why this is Important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

Summary Scores:

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



Scores on Each Item:

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

31. Modifies team roles or workflows to better align with changing business conditions.



32. Clarifies the "why" behind expectations to foster intrinsic motivation and commitment.



33. Quickly integrates feedback to refine execution plans without losing momentum.



34. Streamlines procedures when legacy methods hinder progress.



35. Models resilience by bouncing back quickly from disappointments.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Modifies team roles or workflows to better align with changing business conditions.	15	2.13	33.3	20%	47%	33%
32. Clarifies the "why" behind expectations to foster intrinsic motivation and commitment.	15	2.13	33.3	20%	47%	33%
33. Quickly integrates feedback to refine execution plans without losing momentum.	15	2.07	33.3	27%	40%	33%
34. Streamlines procedures when legacy methods hinder progress.	15	2.13	26.7	13%	60%	27%
35. Models resilience by bouncing back quickly from disappointments.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ does a great job investigating an issue thinking it through before he takes action.
- Could benefit from increasing awareness on how much influence they have on the department.

Safety

Definition:

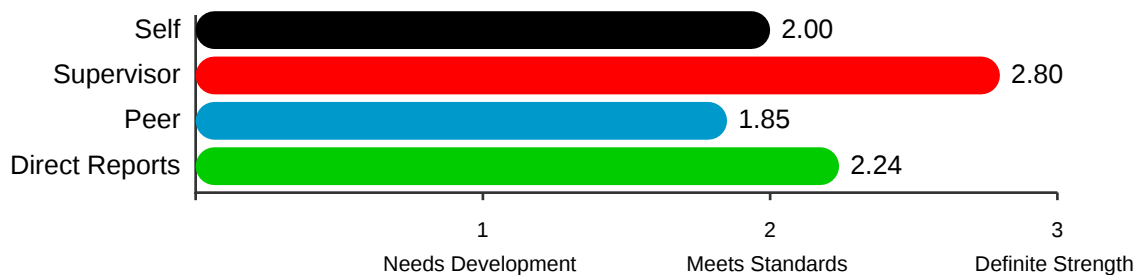
Works in a safe manner and promotes safe working conditions.

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. Creates accurate and effective measures of safety.



37. Supports safety programs and procedures.



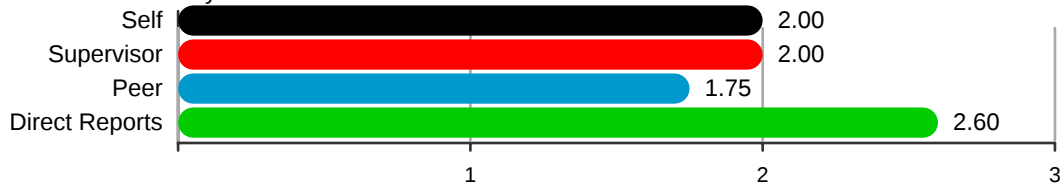
38. Supports our company's safety programs.



39. Encourages others to attend safety training.



40. Develops a culture of safety.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized by skill level 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. Creates accurate and effective measures of safety.	15	1.87	20.0	33%	47%	20%
37. Supports safety programs and procedures.	15	1.93	13.3	20%	67%	13%
38. Supports our company's safety programs.	15	2.07	33.3	27%	40%	33%
39. Encourages others to attend safety training.	15	2.33	33.3		67%	33%
40. Develops a culture of safety.	15	2.07	33.3	27%	40%	33%

Comments:

- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ is a great leader and supports his staff.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- He has really filled the role of interim manager for the department well.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.

Others

Definition:

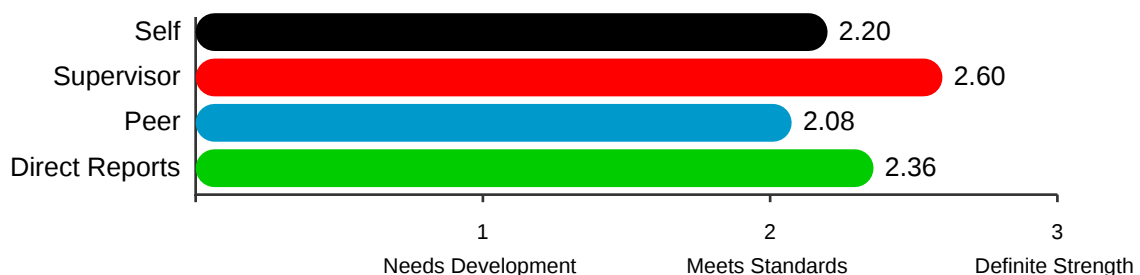
Works well with other employees.

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.

41. Works across boundaries within the organization.



42. Supports the efforts of other employees in implementing solutions to problems.



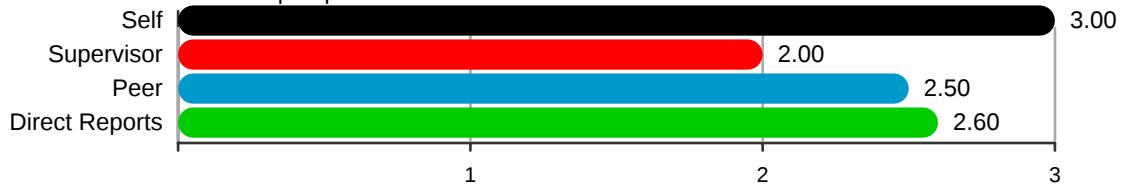
43. Consistently demonstrates ability and willingness to trust others.



44. Respects the opinions of other employees.



45. Is able to see issues from others' perspectives.



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	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. Works across boundaries within the organization.	15	2.00	26.7	27%	47%	27%
42. Supports the efforts of other employees in implementing solutions to problems.	15	2.13	33.3	20%	47%	33%
43. Consistently demonstrates ability and willingness to trust others.	15	2.20	40.0	20%	40%	40%
44. Respects the opinions of other employees.	15	2.20	26.7	7%	67%	27%
45. Is able to see issues from others' perspectives.	15	2.53	60.0	7%	33%	60%

Comments:

- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- He keeps focused on things that are important for his department to run smoothly.
- He has consistently been a strong advocate for me and my team.
- _____ has been eager to learn his new position and is transitioning well.
- He knows his subject matter!

Strategic Insight

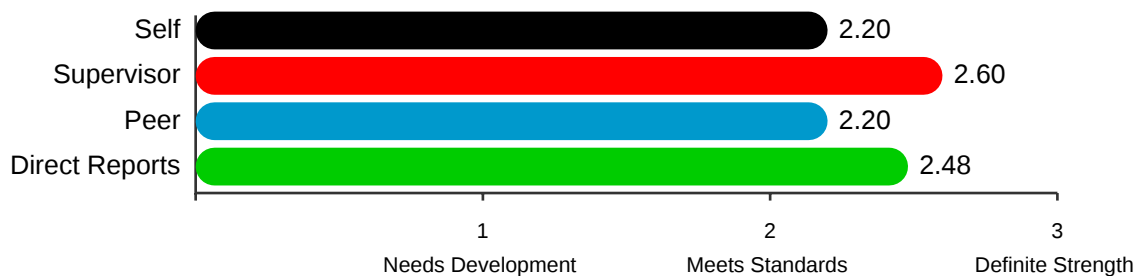
Definition:

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

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.

46. Observes employees at work to get better insight into the issues they are dealing with.



47. Educates team members on emerging trends and their implications for current projects or goals.



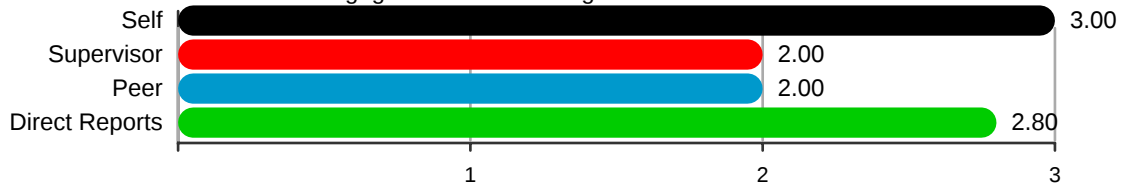
48. Understands how to circumvent barriers to change within the organization.



49. Keeps abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction.



50. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.



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	Meets Standards	Definite Strength
				1 1	2 2	3 3
46. Observes employees at work to get better insight into the issues they are dealing with.	15	2.27	26.7		73%	27%
47. Educates team members on emerging trends and their implications for current projects or goals.	15	2.13	26.7	13%	60%	27%
48. Understands how to circumvent barriers to change within the organization.	15	2.40	40.0		60%	40%
49. Keeps abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction.	15	2.47	46.7		53%	47%
50. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- _____ does an exceptional job at running the department.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
-

_____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.