



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.

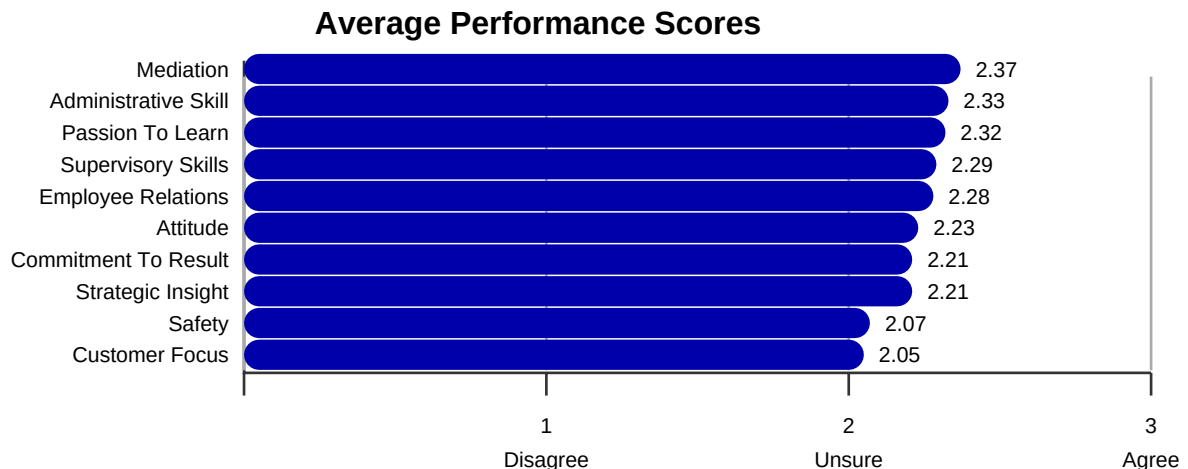
What to Do with Your Feedback

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.



Mediation

Definition:

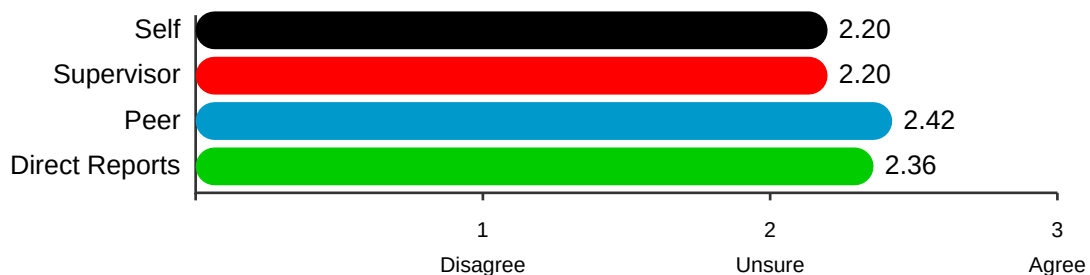
Mediation is a structured process in which a neutral third party facilitates dialogue between disputing parties to help them reach a voluntary, mutually acceptable resolution. The mediator maintains control of the process by managing emotional dynamics, ensuring informed consent, and addressing obstructive behaviors while preserving confidentiality and trust. Through careful preparation, strategic planning, and active listening, the mediator gathers information, identifies core issues, and frames them in ways that promote clarity, empathy, and constructive negotiation. Flexibly guiding information exchange, private meetings, and decision-making, the mediator supports parties in exploring options, resolving disputes, and building durable agreements.

Why this is Important:

Mediation is vital for organizations and companies because it offers a structured, neutral, and confidential process for resolving disputes without escalating to formal litigation or damaging relationships. By maintaining control, actively listening, and framing issues constructively, a skilled mediator helps teams navigate conflict in ways that preserve trust, productivity, and morale. Strategic planning, emotional regulation, and flexible facilitation ensure that even complex or emotionally charged disputes can be addressed with clarity and fairness. Ultimately, mediation strengthens organizational culture by modeling respectful dialogue, empowering collaborative decision-making, and reinforcing shared values.

Summary Scores:

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



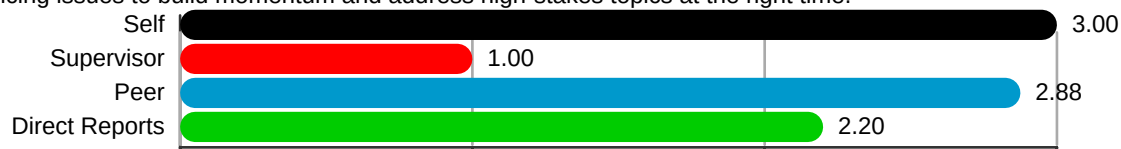
Scores on Each Item:

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

1. Invites quieter voices into the conversation, ensuring equitable participation.



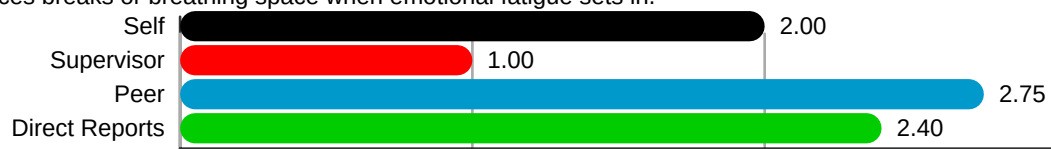
2. Sequencing issues to build momentum and address high-stakes topics at the right time.



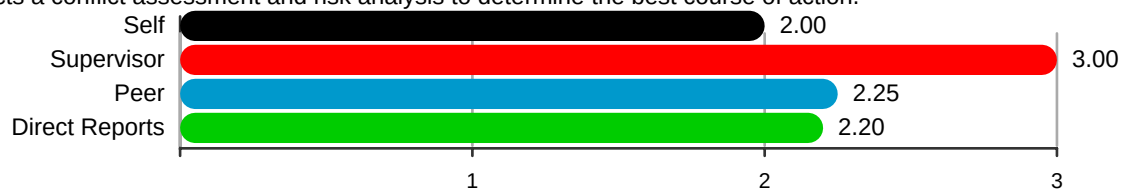
3. Identifies gaps in understanding and seeks additional input to complete the picture.



4. Introduces breaks or breathing space when emotional fatigue sets in.



5. Conducts a conflict assessment and risk analysis to determine the best course of action.



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. Invites quieter voices into the conversation, ensuring equitable participation.	15	2.27	33.3	7%	60%	33%
2. Sequencing issues to build momentum and address high-stakes topics at the right time.	15	2.53	73.3	20%	7%	73%
3. Identifies gaps in understanding and seeks additional input to complete the picture.	15	2.33	40.0	7%	53%	40%
4. Introduces breaks or breathing space when emotional fatigue sets in.	15	2.47	53.3	7%	40%	53%
5. Conducts a conflict assessment and risk analysis to determine the best course of action.	15	2.27	40.0	13%	47%	40%

Comments:

- I think that _____ is making good strides in setting expectations through clear communication.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

Employee Relations

Definition:

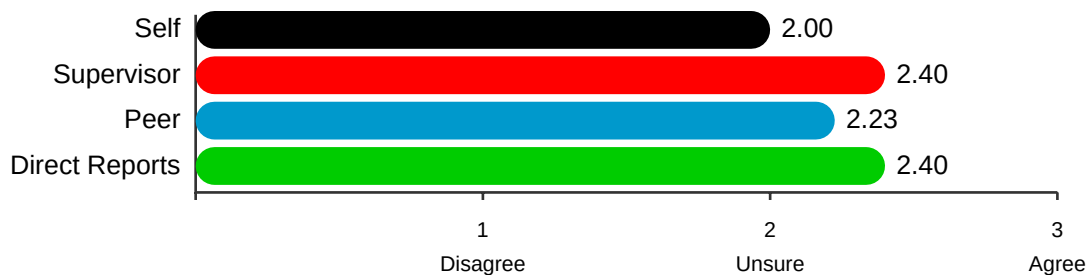
Employee Relations is the strategic practice of fostering trust, fairness, and mutual respect between employees and management through consistent communication, collaborative working relationships, and equitable interactions that reflect shared organizational values. It encompasses supportive leadership, transparent decision-making, and accessible management that uphold procedural fairness, legal compliance, and thoughtful engagement across performance, discipline, grievances, and conflict resolution. By valuing autonomy, recognizing contributions, and aligning policies with evolving needs, Employee Relations strengthens morale, promotes collective bargaining integrity, and ensures a work environment where employees feel heard, empowered, and respected.

Why this is Important:

Employee Relations is essential because it creates the foundation for a healthy, high-performing workplace where employees feel respected, informed, and empowered. When organizations prioritize fairness, trust, and transparent communication, they reduce conflict, improve morale, and strengthen engagement-leading to better retention, productivity, and collaboration. Moreover, by aligning employee relations with legal standards, strategic goals, and inclusive practices, companies build resilient cultures that can adapt to change, foster innovation, and sustain long-term success.

Summary Scores:

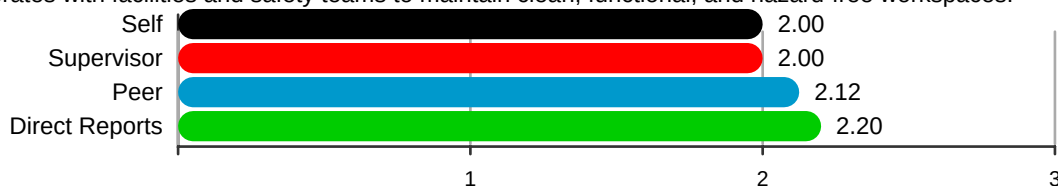
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. Collaborates with facilities and safety teams to maintain clean, functional, and hazard-free workspaces.



7. Builds trust by treating employees with fairness, dignity, and genuine consideration.



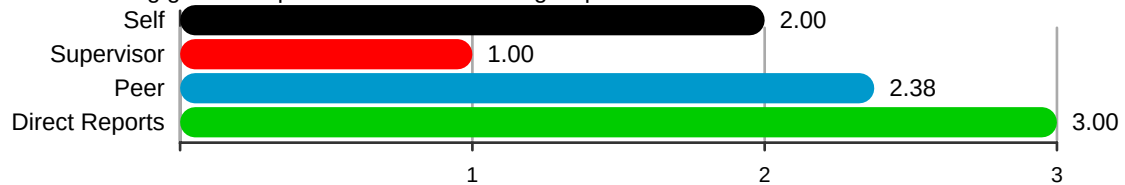
8. Support self-directed work, allowing teams to set goals and determine the best path to achieve them.



9. Uses structured onboarding to give employees clarity on company values, behavioral expectations, and team dynamics.



10. Is effective in handling grievance procedures and resolving disputes.



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. Collaborates with facilities and safety teams to maintain clean, functional, and hazard-free workspaces.	15	2.13	33.3	20%	47%	33%
7. Builds trust by treating employees with fairness, dignity, and genuine consideration.	15	2.07	26.7	20%	53%	27%
8. Support self-directed work, allowing teams to set goals and determine the best path to achieve them.	15	2.33	40.0	7%	53%	40%
9. Uses structured onboarding to give employees clarity on company values, behavioral expectations, and team dynamics.	15	2.40	53.3	13%	33%	53%
10. Is effective in handling grievance procedures and resolving disputes.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- Have persistence and tenacity
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- We are a department in need of structure and I feel he 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.

Attitude

Definition:

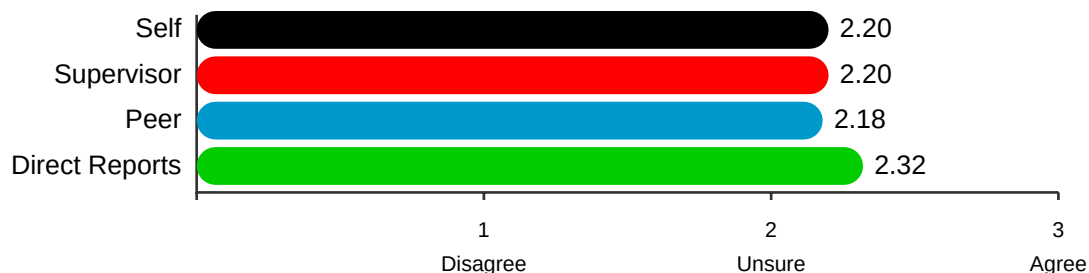
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested 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:

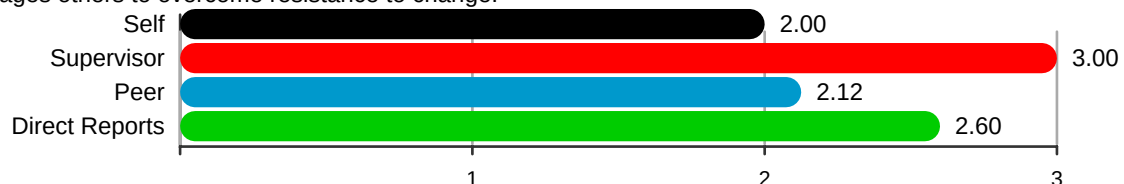
The summary scores shown here are an average of each of the items in this competency.



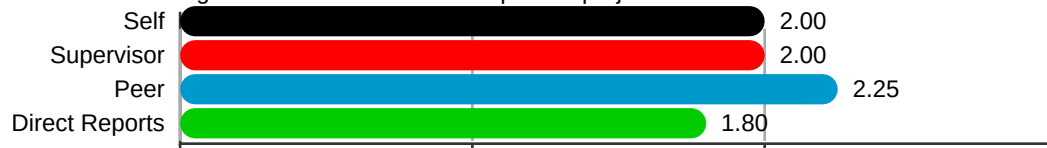
Scores on Each Item:

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

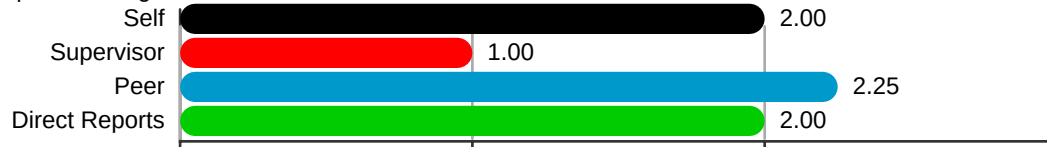
11. Encourages others to overcome resistance to change.



12. Is self-confident and willing to take risks to advance important projects.



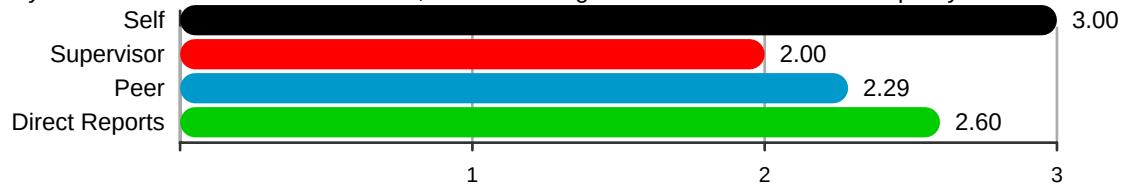
13. Deflects praise with grace and redirects attention to collaborative effort.



14. Uses affirming language that emphasizes strengths, possibilities, and momentum.



15. Proactively seeks feedback to refine outcomes, not out of obligation but a desire to elevate quality.



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. Encourages others to overcome resistance to change.	15	2.33	40.0	7%	53%	40%
12. Is self-confident and willing to take risks to advance important projects.	15	2.07	20.0	13%	67%	20%
13. Deflects praise with grace and redirects attention to collaborative effort.	15	2.07	26.7	20%	53%	27%
14. Uses affirming language that emphasizes strengths, possibilities, and momentum.	15	2.27	40.0	13%	47%	40%
15. Proactively seeks feedback to refine outcomes, not out of obligation but a desire to elevate quality.	14	2.43	50.0	7%	43%	50%

Comments:

- He is very responsive when asked for input or his assistance is requested.
- I believe I need to give him a chance to get into his position.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- Could benefit from increasing awareness on how much influence they have on the department.
- _____ treats all employees with respect and in a very professional manner.
- _____ has very quickly re-invented the Technical Services division. He 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.

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:

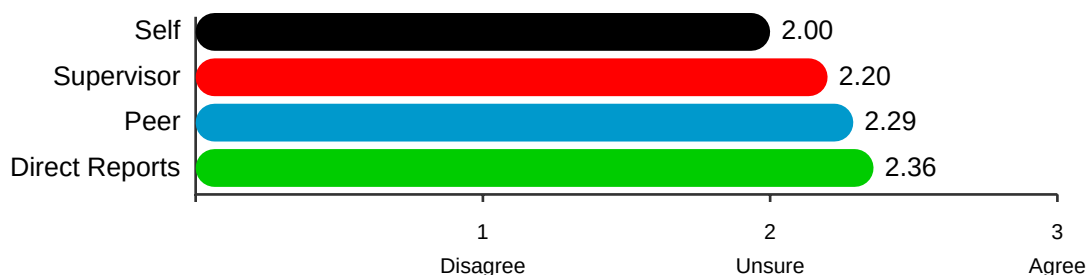
Strong supervisory skills are essential for organizations and companies because they drive productivity, foster employee engagement, and create a structured work environment. Effective supervisors ensure that teams are well-supported through clear communication, accountability, and conflict resolution, 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:

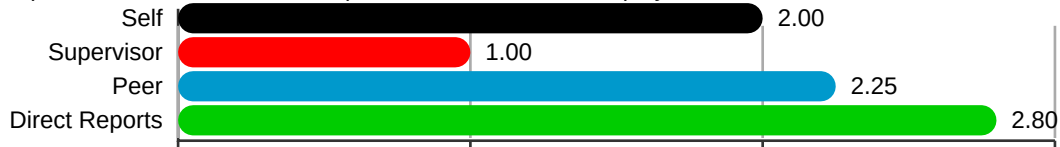
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Maintains professional interactions with peers, customers, and employees.



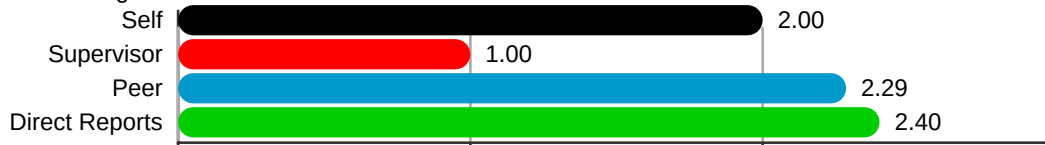
17. Reviews performance against established measures.



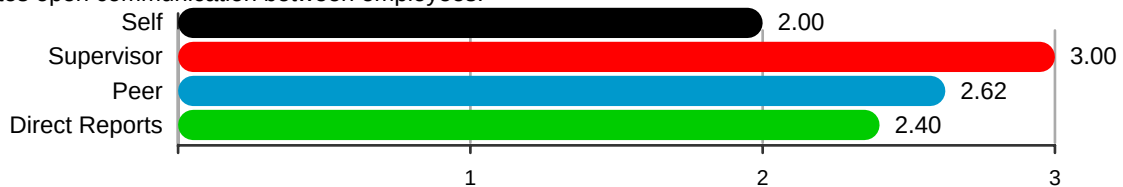
18. Knows the best ways to communicate effectively with different types of employees.



19. Prioritizes coaching and constructive feedback to correct behavior.



20. Facilitates open communication between employees.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
16. Maintains professional interactions with peers, customers, and employees.	15	2.33	46.7	13%	40%	47%
17. Reviews performance against established measures.	15	2.33	40.0	7%	53%	40%
18. Knows the best ways to communicate effectively with different types of employees.	14	2.00	14.3	14%	71%	14%
19. Prioritizes coaching and constructive feedback to correct behavior.	14	2.21	42.9	21%	36%	43%
20. Facilitates open communication between employees.	15	2.53	60.0	7%	33%	60%

Comments:

- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- Is very upbeat and quick to contribute to the team.

Administrative Skill

Definition:

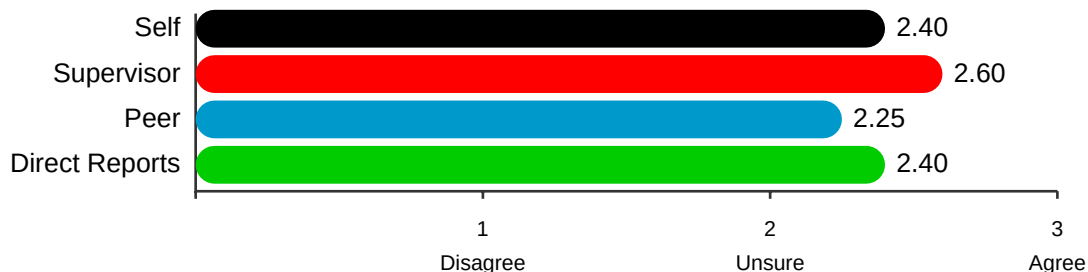
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

Why this is Important:

Administrative skills are vital in business because they ensure the smooth and efficient operation of an organization. By managing schedules, organizing documents, and implementing processes, individuals with strong administrative abilities create a structured environment that allows teams to focus on their goals without unnecessary distractions. These skills also play a critical role in effective communication, enabling the clear exchange of information among colleagues, clients, and stakeholders, which is essential for collaboration and decision-making.

Summary Scores:

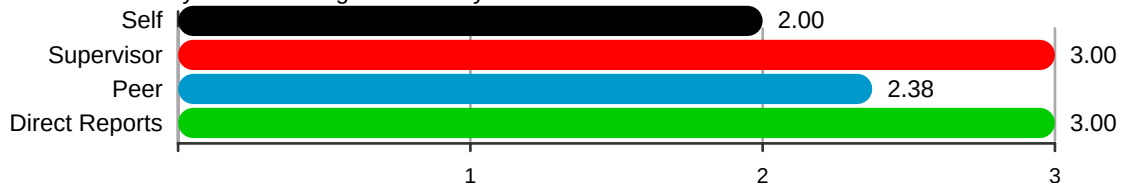
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

21. Communicates effectively both in writing and verbally.



22. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.



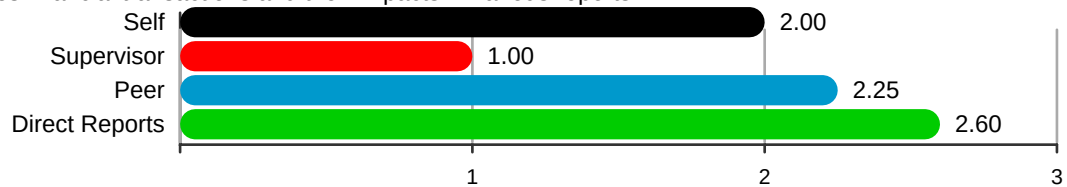
23. Provides assistance to others in obtaining passports, visas, and other international travel documents.



24. Books travel arrangements by purchasing tickets for transportation and securing accommodations.



25. Analyzes financial transactions and their impacts in various reports.



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. Communicates effectively both in writing and verbally.	15	2.60	66.7	7%	27%	67%
22. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	15	2.33	40.0	7%	53%	40%
23. Provides assistance to others in obtaining passports, visas, and other international travel documents.	15	2.07	20.0	13%	67%	20%
24. Books travel arrangements by purchasing tickets for transportation and securing accommodations.	15	2.40	53.3	13%	33%	53%
25. Analyzes financial transactions and their impacts in various reports.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- _____ has been very supportive of me and the Institute.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- He encourages staff skill development and input to improve department processes
- _____ can be counted on for his reliability.
- He is a pleasure to work with and an asset to [CompanyName].

Commitment To Result

Definition:

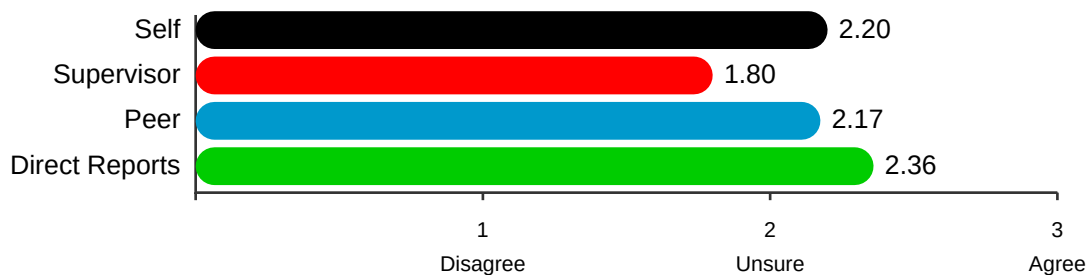
Committed to successfully achieving results. Goes above and beyond as needed.

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:

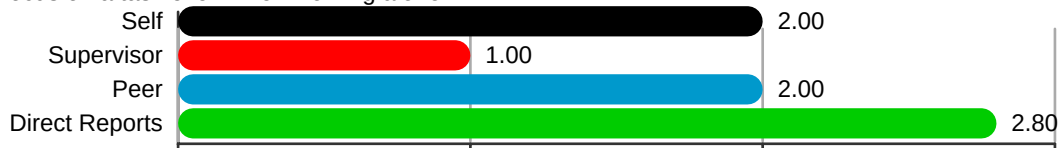
The summary scores shown here are an average of each of the items in this competency.



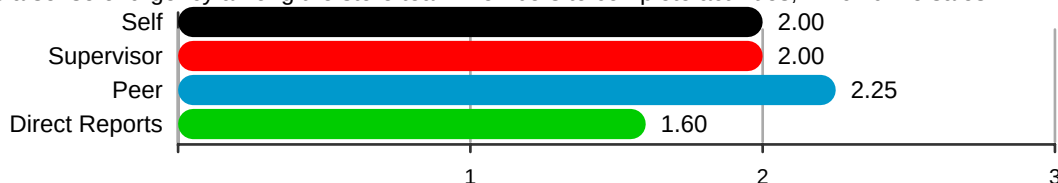
Scores on Each Item:

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

26. Able to focus on a task even when working alone.



27. Creates a sense of urgency among the store team members to complete activities, which drive sales.



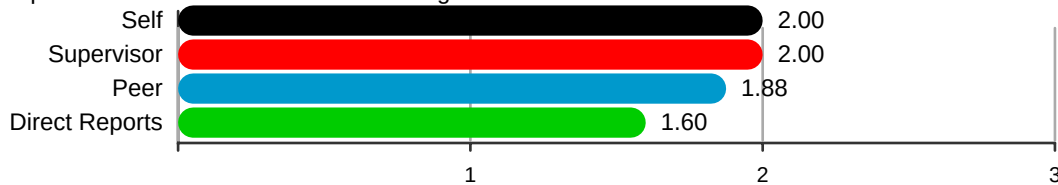
28. Encourages commitment in others to obtain results.



29. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



30. Maintains persistence and dedication to achieving results.



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
26. Able to focus on a task even when working alone.	15	2.20	33.3	13%	53%	33%
27. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.00	26.7	27%	47%	27%
28. Encourages commitment in others to obtain results.	15	2.47	53.3	7%	40%	53%
29. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.60	60.0		40%	60%
30. Maintains persistence and dedication to achieving results.	15	1.80	13.3	33%	53%	13%

Comments:

- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- He walks the walk and talks the talk.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- Have persistence and tenacity
- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].

Safety

Definition:

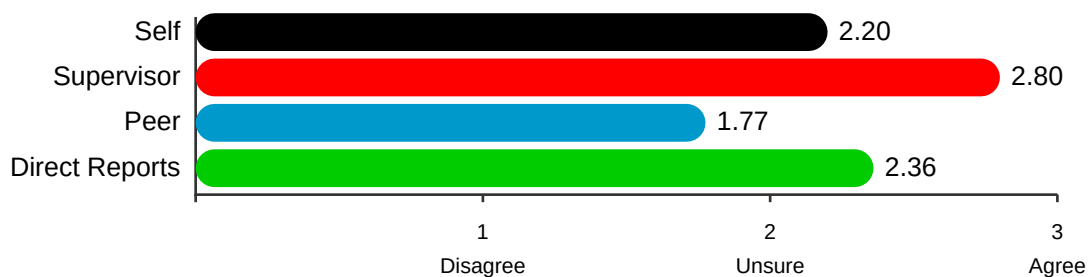
Works in a safe manner and promotes safe working conditions.

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.



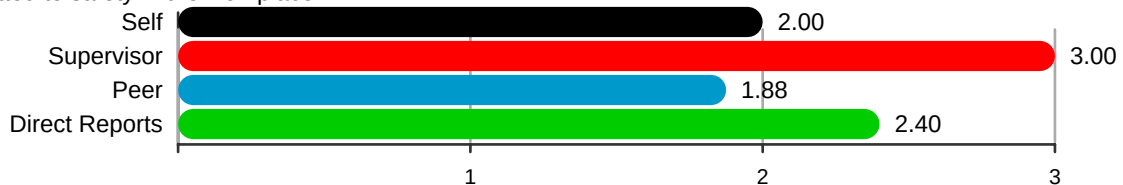
Scores on Each Item:

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

31. Performs work safely.



32. Committed to safety in the workplace.



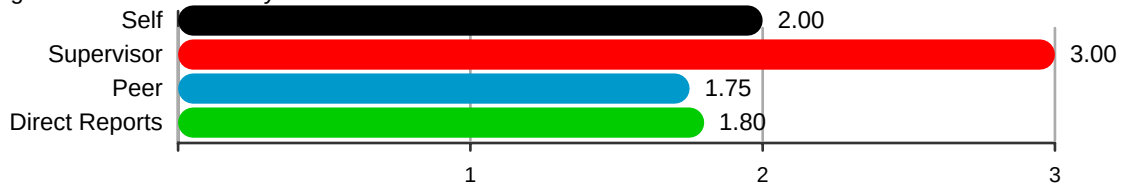
33. Seeks to reduce the likelihood of accidents.



34. Develops a culture of safety.



35. Encourages others to work safely.



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. Performs work safely.	15	2.13	33.3	20%	47%	33%
32. Committed to safety in the workplace.	15	2.13	33.3	20%	47%	33%
33. Seeks to reduce the likelihood of accidents.	15	2.07	33.3	27%	40%	33%
34. Develops a culture of safety.	15	2.13	26.7	13%	60%	27%
35. Encourages others to work safely.	15	1.87	20.0	33%	47%	20%

Comments:

- Job performance is excellent. Lucky to have _____ on our team.
- His focus is for quality that is customer centered.
- He could improve with a take charge attitude.
- _____ is very reliable and collaborates well on projects.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.

Customer Focus

Definition:

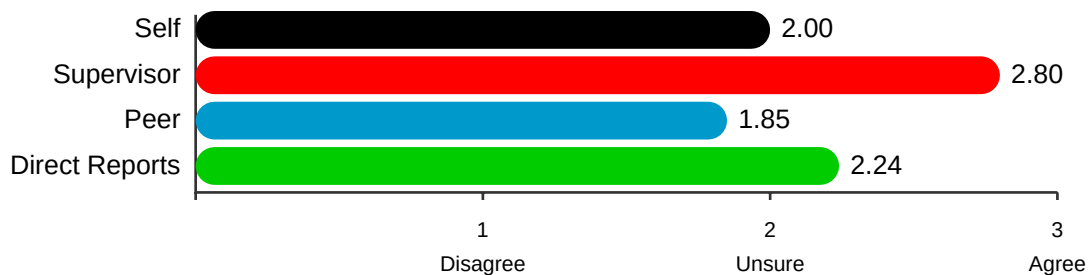
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations 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:

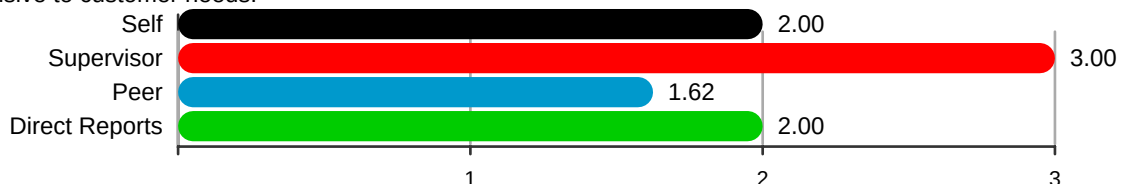
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. Responsive to customer needs.



37. Is committed to the success of the customer.



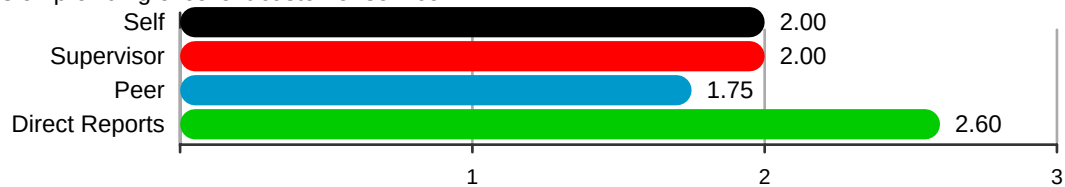
38. Builds products that meet the unique needs of each customer.



39. Creates customized solutions for the customer.



40. Focuses on providing excellent 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
36. Responsive to customer needs.	15	1.87	20.0	33%	47%	20%
37. Is committed to the success of the customer.	15	1.93	13.3	20%	67%	13%
38. Builds products that meet the unique needs of each customer.	15	2.07	33.3	27%	40%	33%
39. Creates customized solutions for the customer.	15	2.33	33.3		67%	33%
40. Focuses on providing excellent customer service.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.

Strategic Insight

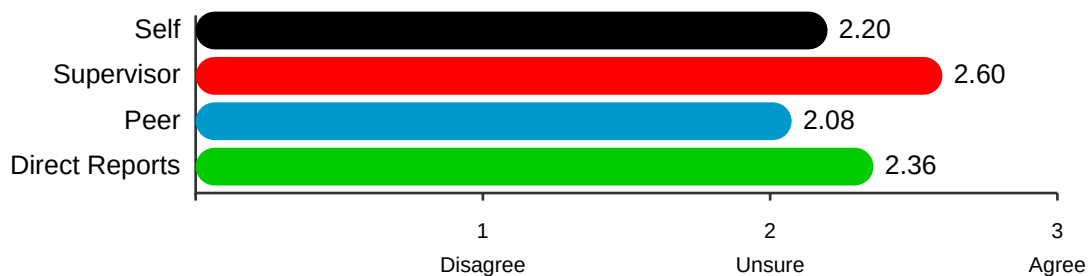
Definition:

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.

41. Recognizes the needs of customers.



42. Implements long-term solutions to problems.



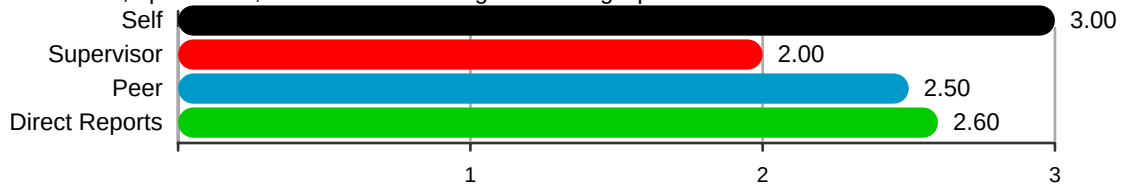
43. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



44. Analyzes records and reports to obtain insight into potential issues and trends.



45. Integrates financial, operational, and market data to guide strategic priorities and resource allocation.



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. Recognizes the needs of customers.	15	2.00	26.7	27%	47%	27%
42. Implements long-term solutions to problems.	15	2.13	33.3	20%	47%	33%
43. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.20	40.0	20%	40%	40%
44. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.20	26.7	7%	67%	27%
45. Integrates financial, operational, and market data to guide strategic priorities and resource allocation.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- _____ is a great team player with an employee safety and satisfaction focus.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.

Passion To Learn

Definition:

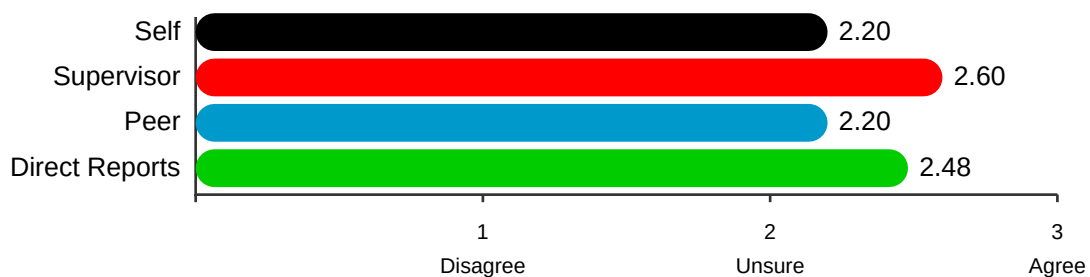
High level of curiosity and committed to their professional development.

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.



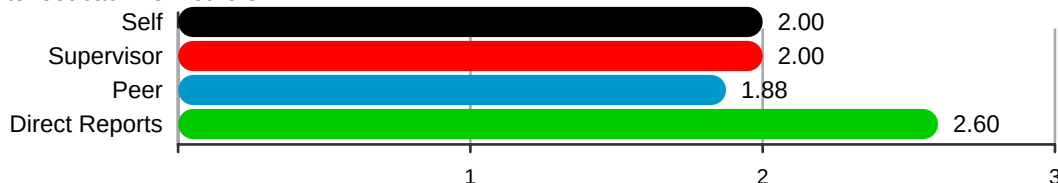
Scores on Each Item:

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

46. Creates an environment that supports personal development and exploration.



47. Is open to feedback from others.



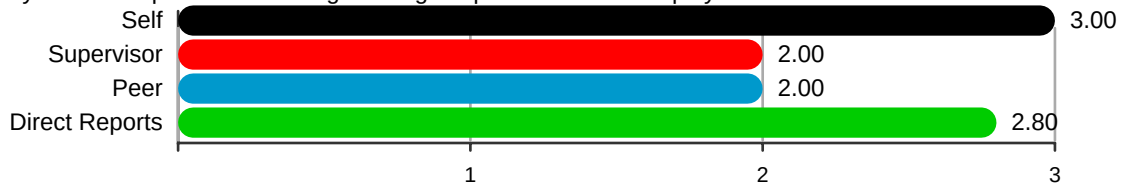
48. Takes advantage of training opportunities when they arise.



49. Is committed to enhancing their own knowledge and skills.



50. Constantly enhances product knowledge through experimentation and play.



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. Creates an environment that supports personal development and exploration.	15	2.27	26.7		73%	27%
47. Is open to feedback from others.	15	2.13	26.7	13%	60%	27%
48. Takes advantage of training opportunities when they arise.	15	2.40	40.0		60%	40%
49. Is committed to enhancing their own knowledge and skills.	15	2.47	46.7		53%	47%
50. Constantly enhances product knowledge through experimentation and play.	15	2.33	46.7	13%	40%	47%

Comments:

- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- He can always be counted on to do what he commits to.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- I really appreciate him.