



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.

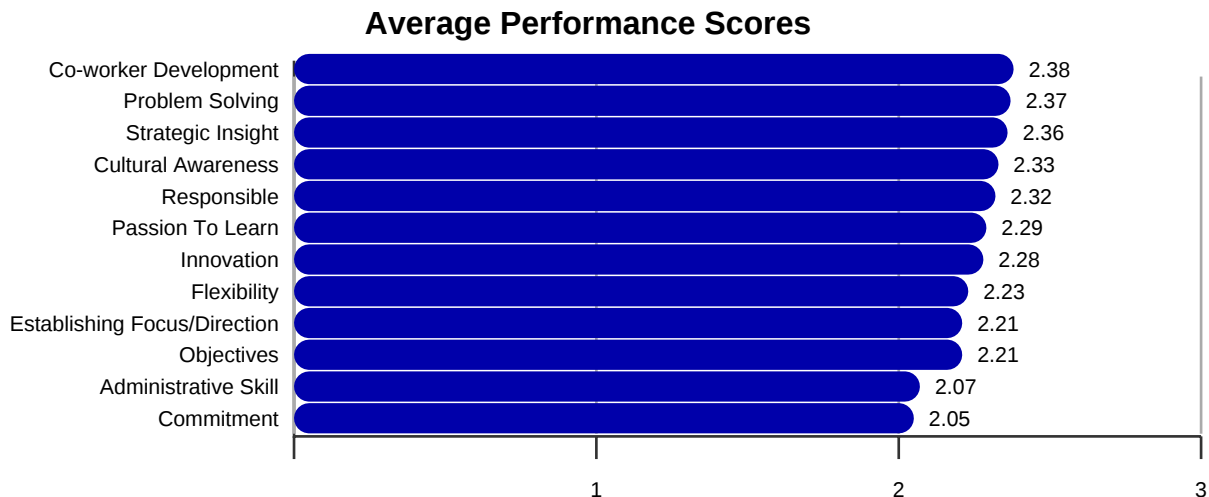
What to Do with Your Feedback

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.



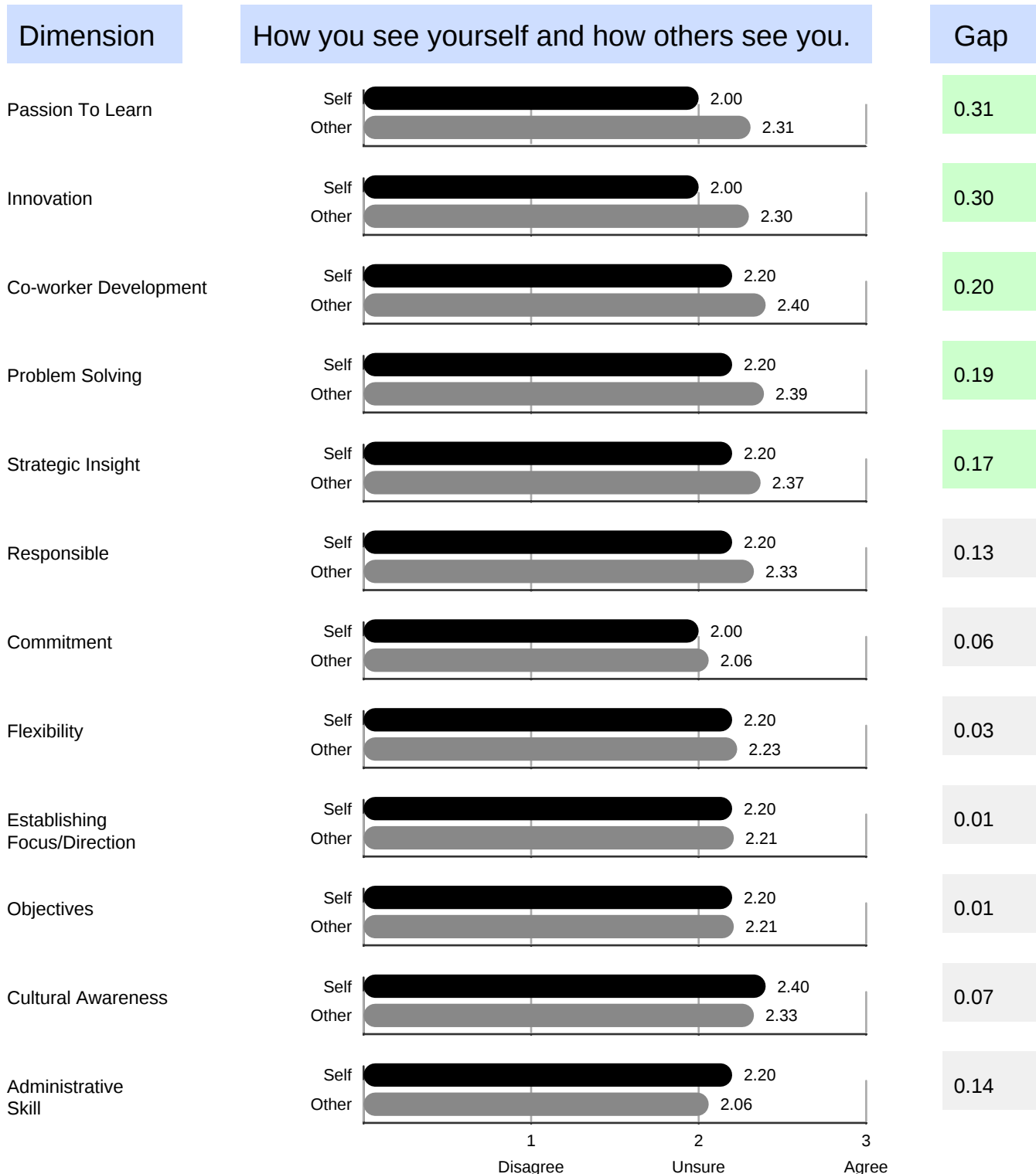
Disagree

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.



Problem Solving

Definition:

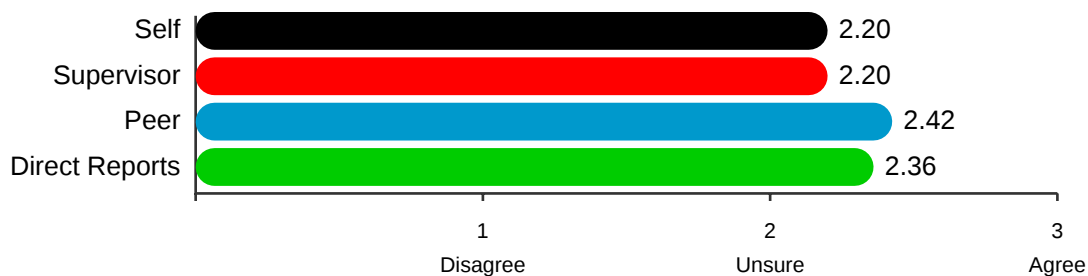
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

Why this is Important:

Effective problem-solving is crucial for businesses as it helps to identify and address issues before they escalate, ensuring smooth operations and minimizing disruptions. It fosters innovation by encouraging creative solutions and continuous improvement. Additionally, it enhances decision-making, leading to more efficient use of resources and better outcomes. Overall, strong problem-solving skills contribute to the long-term success and competitiveness of a business.

Summary Scores:

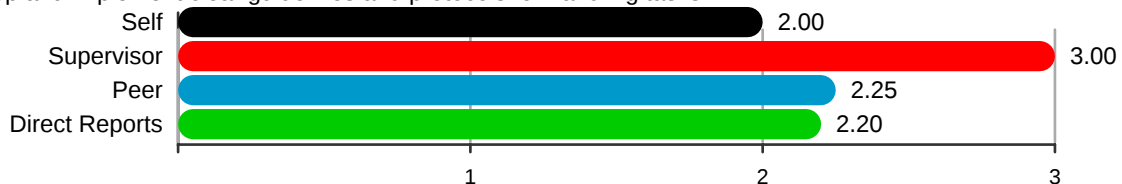
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

1. I develop and implement clear guidelines and protocols for handling tasks.



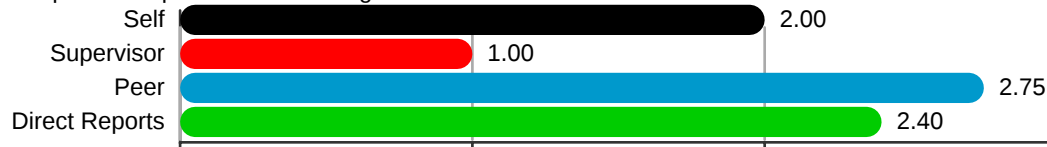
2. You value the diversity of thought that can uncover unique angles and approaches that might not emerge in a more homogeneous group.



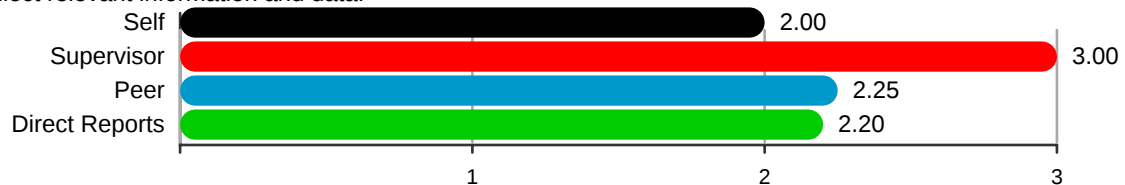
3. I clearly communicate the action plan to all employees, including team members, management, and other affected parties.



4. I facilitate rapid development and exchange of ideas.



5. You collect relevant information and data.



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
1. I develop and implement clear guidelines and protocols for handling tasks.	15	2.27	33.3	7%	60%	33%
2. You value the diversity of thought that can uncover unique angles and approaches that might not emerge in a more homogeneous group.	15	2.53	73.3	20%	7%	73%
3. I clearly communicate the action plan to all employees, including team members, management, and other affected parties.	15	2.33	40.0	7%	53%	40%
4. I facilitate rapid development and exchange of ideas.	15	2.47	53.3	7%	40%	53%
5. You collect relevant information and data.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.
- _____ gives me feedback good and indifferent.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Knowledge, experience, and the will to help when help is needed.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

Innovation

Definition:

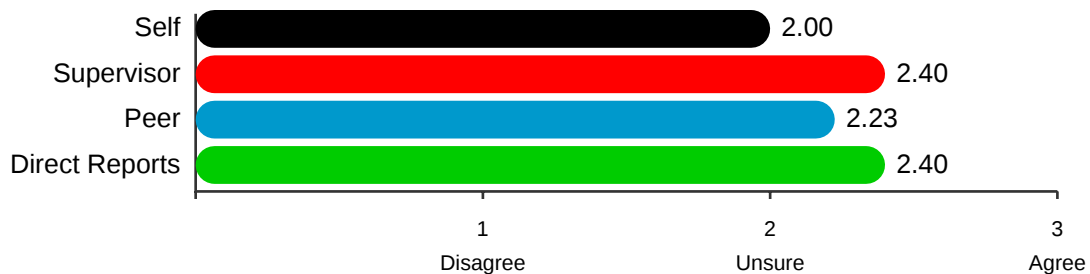
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to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

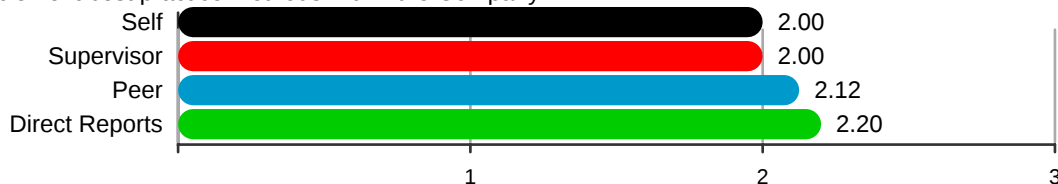
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. You implement best practice methods within the Company.



7. You maximize the alternative solutions to problems.



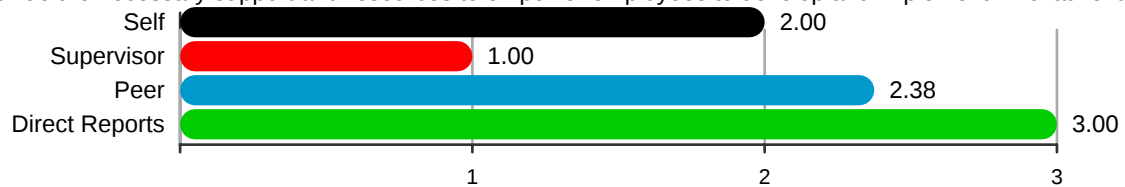
8. You seek innovative ways to change, grow, and improve the department.



9. You are able to think through complex problems using unique solutions.



10. You provide the necessary support and resources to empower employees to develop and implement innovative ideas.



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 implement best practice methods within the Company.	15	2.13	33.3	20%	47%	33%
7. You maximize the alternative solutions to problems.	15	2.07	26.7	20%	53%	27%
8. You seek innovative ways to change, grow, and improve the department.	15	2.33	40.0	7%	53%	40%
9. You are able to think through complex problems using unique solutions.	15	2.40	53.3	13%	33%	53%
10. You provide the necessary support and resources to empower employees to develop and implement innovative ideas.	15	2.47	60.0	13%	27%	60%

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- He is passionate about providing the services necessary to meet the needs of our organization.
- I can't think of a single thing _____ could improve upon.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- _____ is a strong advocate for both the customer and staff.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.

Flexibility

Definition:

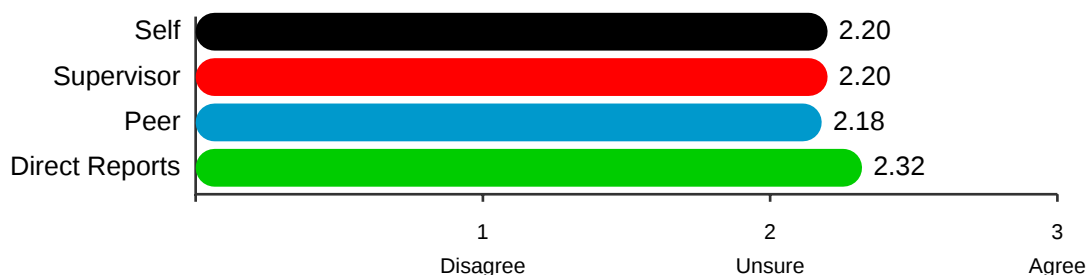
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

Why this is Important:

Flexibility allows individuals and organizations to adapt to changing circumstances and challenges with ease. This adaptability enhances problem-solving, strategic thinking and innovation, leading to more effective and efficient operations. Flexibility is being resilient in the response to setbacks, enabling a quicker recovery and maintaining productivity. Flexibility also accommodates the diverse needs and perspectives of others to create a more inclusive and collaborative work environment. Flexibility helps drive success and sustainability in today's dynamic business environment.

Summary Scores:

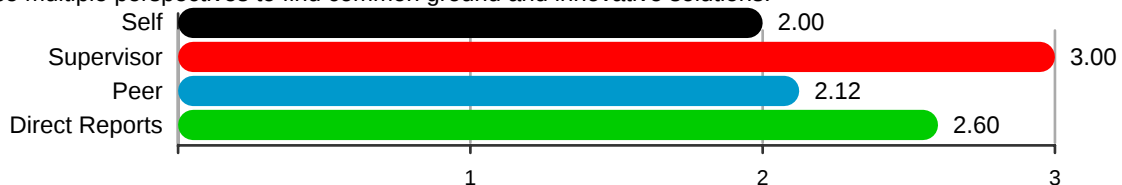
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

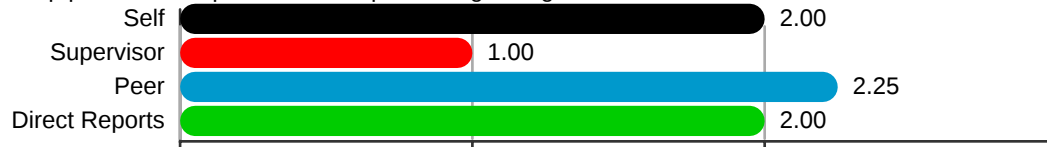
11. I balance multiple perspectives to find common ground and innovative solutions.



12. I am flexible in effectively handling changes in production volumes.



13. You scale up production capabilities in response to growing service demands.



14. You support a flexible culture that values continuous improvement and innovation.



15. I adapt to different settings, tasks, and challenges with ease.



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 balance multiple perspectives to find common ground and innovative solutions.	15	2.33	40.0	7%	53%	40%
12. I am flexible in effectively handling changes in production volumes.	15	2.07	20.0	13%	67%	20%
13. You scale up production capabilities in response to growing service demands.	15	2.07	26.7	20%	53%	27%
14. You support a flexible culture that values continuous improvement and innovation.	15	2.27	40.0	13%	47%	40%
15. I adapt to different settings, tasks, and challenges with ease.	14	2.43	50.0	7%	43%	50%

Comments:

- He is a charismatic leader. Really the best!!
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ has been very supportive as a supervisor.
- His years of experience and wisdom are generously shared and appreciated.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.

Passion To Learn

Definition:

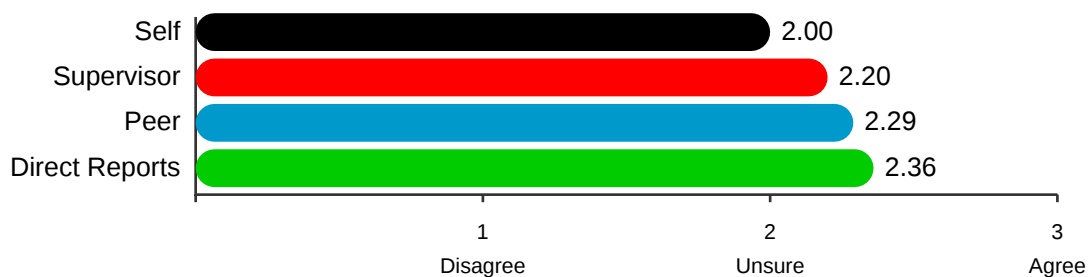
High level of curiosity and committed to their professional development.

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:

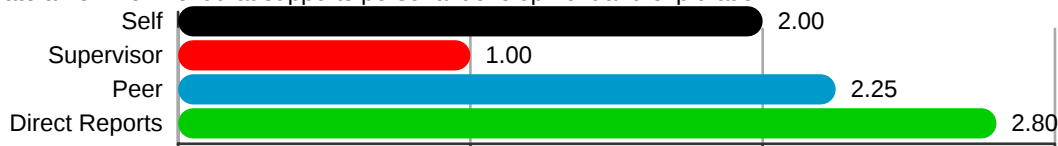
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. You create an environment that supports personal development and exploration.



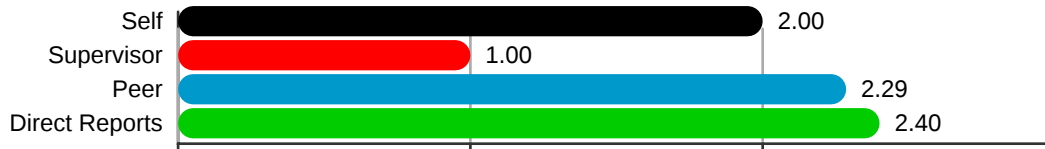
17. You inspire others to learn new things.



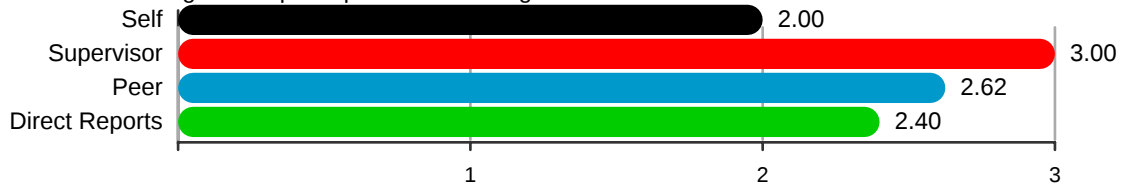
18. You constantly enhance product knowledge through experimentation and play.



19. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.



20. You demonstrate a willingness to participate in continuing education courses.



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. You create an environment that supports personal development and exploration.	15	2.33	46.7	13%	40%	47%
17. You inspire others to learn new things.	15	2.33	40.0	7%	53%	40%
18. You constantly enhance product knowledge through experimentation and play.	14	2.00	14.3	14%	71%	14%
19. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	14	2.21	42.9	21%	36%	43%
20. You demonstrate a willingness to participate in continuing education courses.	15	2.53	60.0	7%	33%	60%

Comments:

- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- He is very astute, proactive in problem solving, and a great team member.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ 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.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- _____ works to keep up but a lot of new concepts.

Cultural Awareness

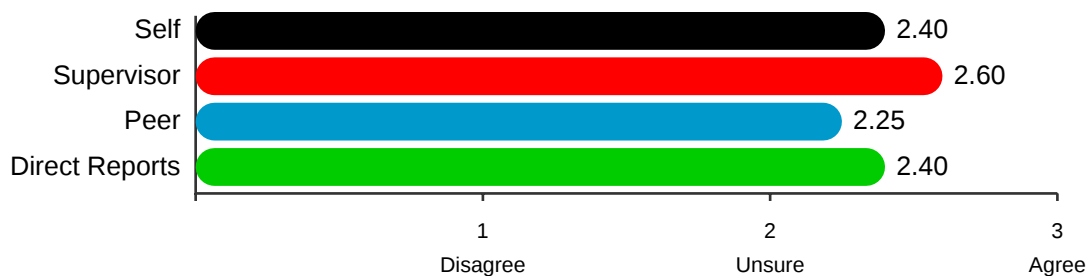
Definition:

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.

21. I interact effectively with people from different cultural backgrounds.



22. You understand what customs and etiquette are important for individuals from other cultures.



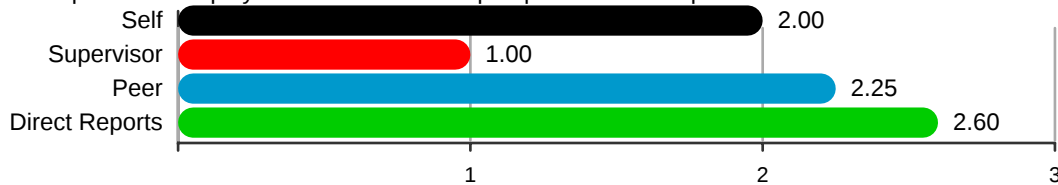
23. You encourage open dialogue and ensure all voices are heard during team discussions.



24. I seek out opportunities to learn about different cultures and integrate that knowledge into leadership practices.



25. I create safe spaces for employees to share cultural perspectives and experiences.



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
21. I interact effectively with people from different cultural backgrounds.	15	2.60	66.7	7%	27%	67%
22. You understand what customs and etiquette are important for individuals from other cultures.	15	2.33	40.0	7%	53%	40%
23. You encourage open dialogue and ensure all voices are heard during team discussions.	15	2.07	20.0	13%	67%	20%
24. I seek out opportunities to learn about different cultures and integrate that knowledge into leadership practices.	15	2.40	53.3	13%	33%	53%
25. I create safe spaces for employees to share cultural perspectives and experiences.	15	2.27	53.3	27%	20%	53%

Comments:

- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- Good leadership style.
- _____ 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. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- _____ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.

Establishing Focus/Direction

Definition:

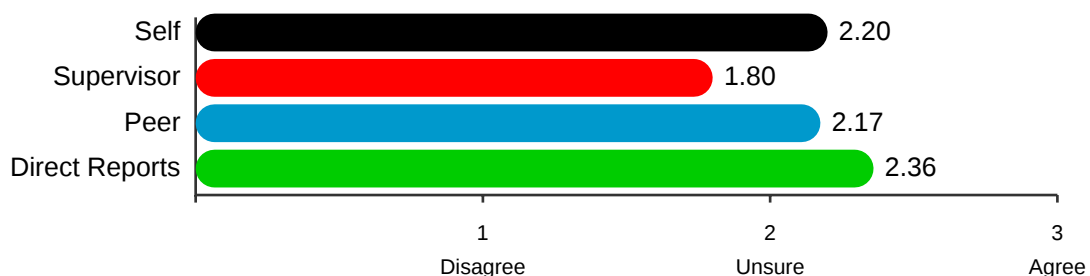
Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing conditions.

Why this is Important:

Establishing Focus/Direction is essential for organizations because it creates clarity, alignment, and momentum across teams. When managers set clear goals, maintain situational awareness, and translate strategy into structured plans, employees understand not only what to do—but why it matters. This competency ensures that resources are used wisely, priorities are managed effectively, and teams stay adaptable and resilient in the face of change. Ultimately, it drives consistent execution, fosters accountability, and helps organizations achieve meaningful results with purpose and precision.

Summary Scores:

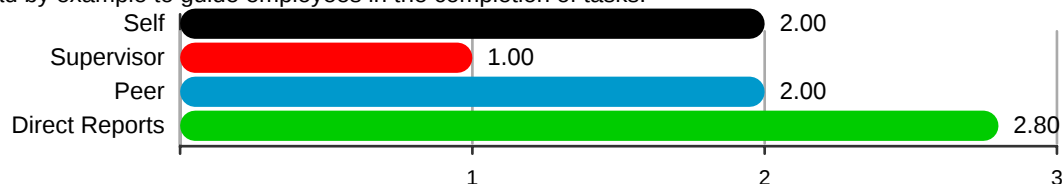
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. You lead by example to guide employees in the completion of tasks.



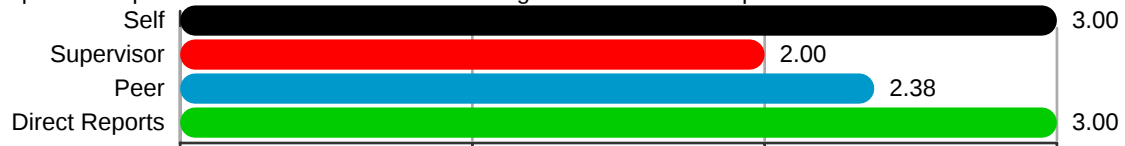
27. You seek to enhance your understanding of the department's dynamics to better determine the needs of the department.



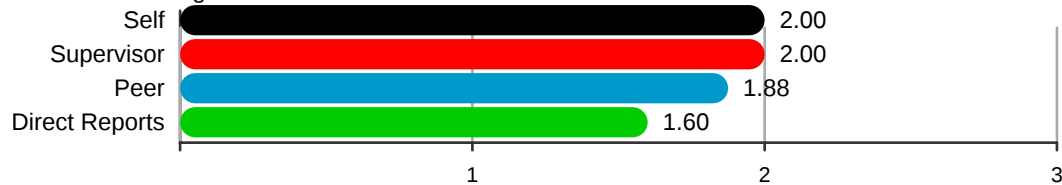
28. You regularly check in to ensure the team is on track.



29. I plan responses to potential risks or unforeseen challenges to minimize disruption.



30. You understand the strengths and need of the team.



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. You lead by example to guide employees in the completion of tasks.	15	2.20	33.3	13%	53%	33%
27. You seek to enhance your understanding of the department's dynamics to better determine the needs of the department.	15	2.00	26.7	27%	47%	27%
28. You regularly check in to ensure the team is on track.	15	2.47	53.3	7%	40%	53%
29. I plan responses to potential risks or unforeseen challenges to minimize disruption.	15	2.60	60.0		40%	60%
30. You understand the strengths and need of the team.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ is able to problem solve very well.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- _____ 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.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.

Administrative Skill

Definition:

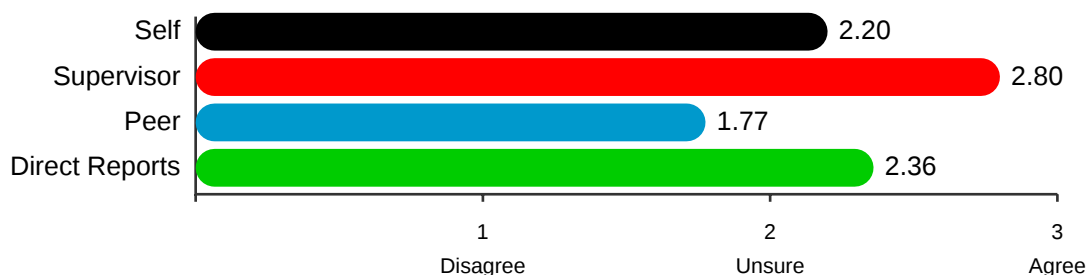
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster 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.

31. I display a professional presence when interacting with others.



32. You identify complex problems and review related information to develop and evaluate options and implement solutions.



33. You plan, develop, and deliver presentations.



34. I maintain appropriate levels of supplies and re-order supplies as needed.



35. You manage documents effectively by organizing, storing, and retrieving physical and digital files efficiently.



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. I display a professional presence when interacting with others.	15	2.13	33.3	20%	47%	33%
32. You identify complex problems and review related information to develop and evaluate options and implement solutions.	15	2.13	33.3	20%	47%	33%
33. You plan, develop, and deliver presentations.	15	2.07	33.3	27%	40%	33%
34. I maintain appropriate levels of supplies and re-order supplies as needed.	15	2.13	26.7	13%	60%	27%
35. You manage documents effectively by organizing, storing, and retrieving physical and digital files efficiently.	15	1.87	20.0	33%	47%	20%

Comments:

- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.

Commitment

Definition:

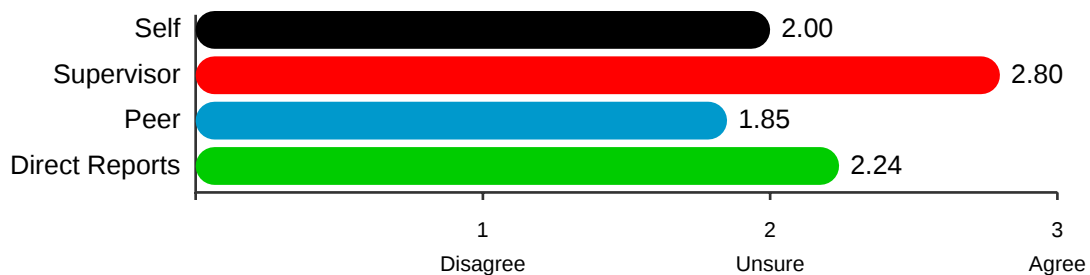
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual 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:

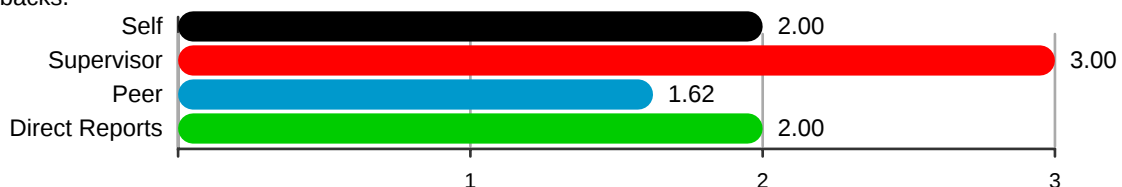
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. You model transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.



37. You are committed to the process put in place even though the results are not immediately seen.



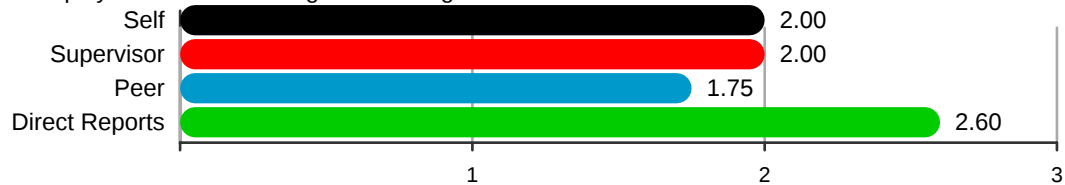
38. You strive to increase commitment from coworkers for the department's initiatives.



39. I foster commitment among employees to leverage their talents for collective success of the department.



40. I cultivate employee dedication to organizational goals and outcomes.



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 model transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.	15	1.87	20.0	33%	47%	20%
37. You are committed to the process put in place even though the results are not immediately seen.	15	1.93	13.3	20%	67%	13%
38. You strive to increase commitment from coworkers for the department's initiatives.	15	2.07	33.3	27%	40%	33%
39. I foster commitment among employees to leverage their talents for collective success of the department.	15	2.33	33.3		67%	33%
40. I cultivate employee dedication to organizational goals and outcomes.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.

Objectives

Definition:

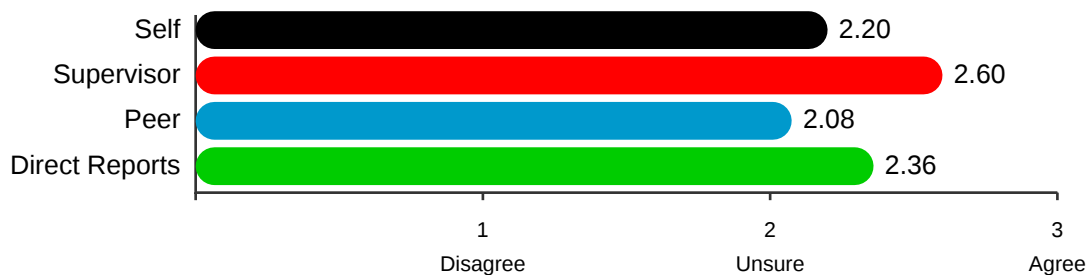
Establishes and completes objectives.

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 effectively organize resources and plans



42. You assure [Company] principles are understood, employed & pursued.



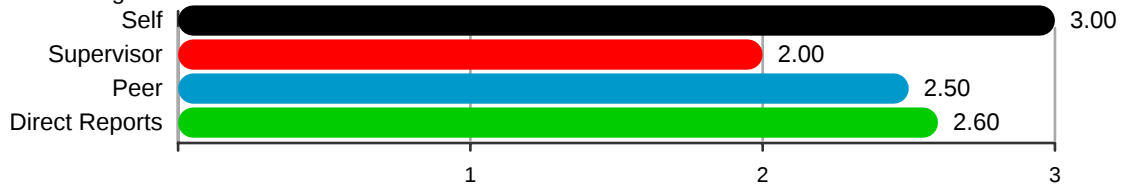
43. You organize and schedules events, activities, and resources.



44. You encourage others to take on greater responsibility.



45. You are able to organize work.



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 effectively organize resources and plans	15	2.00	26.7	27%	47%	27%
42. You assure [Company] principles are understood, employed & pursued.	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 encourage others to take on greater responsibility.	15	2.20	26.7	7%	67%	27%
45. You are able to organize work.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is an outstanding manager.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- He has been a great addition to the department in this area.

Responsible

Definition:

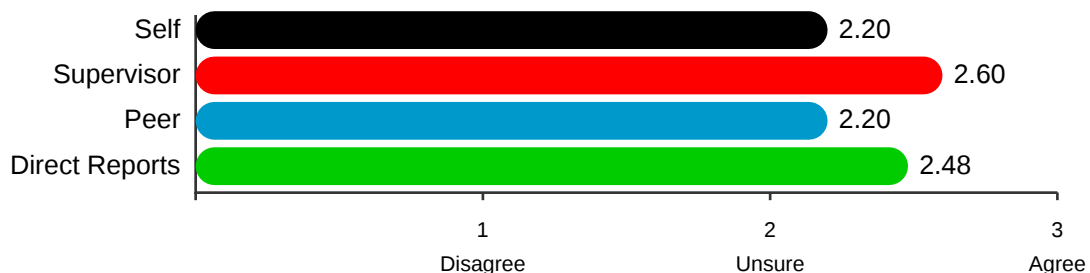
Takes responsibility for actions and sets a good example for others.

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.



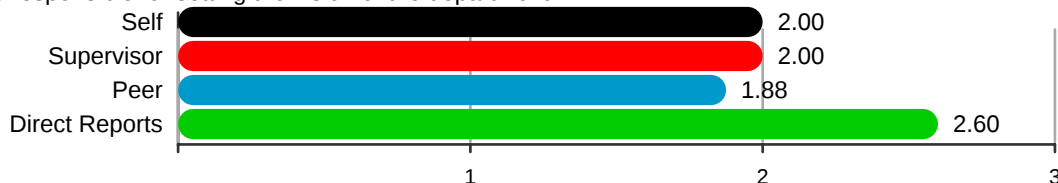
Scores on Each Item:

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

46. Your behavior is ethical and honest.



47. You are responsible for setting the vision of the department.



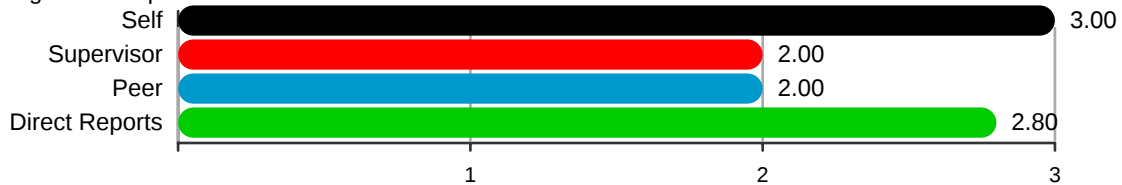
48. You complete assigned work tasks.



49. You take personal responsibility for results.



50. You set a good example.



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
46. Your behavior is ethical and honest.	15	2.27	26.7		73%	27%
47. You are responsible for setting the vision of the department.	15	2.13	26.7	13%	60%	27%
48. You complete assigned work tasks.	15	2.40	40.0		60%	40%
49. You take personal responsibility for results.	15	2.47	46.7		53%	47%
50. You set a good example.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is very supportive to staff and offers many opportunities for staff to grow.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- _____ is highly professional in his everyday work.

Co-worker Development

Definition:

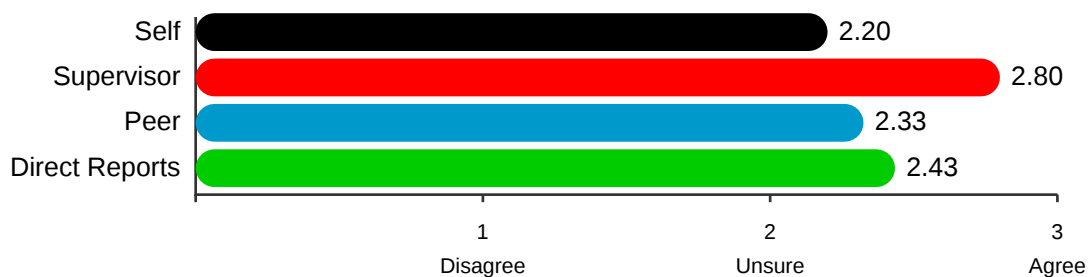
Invests in the professional development of others.

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.

51. You provide ongoing feedback to co-workers on your development progress



52. You take immediate action on poor performance



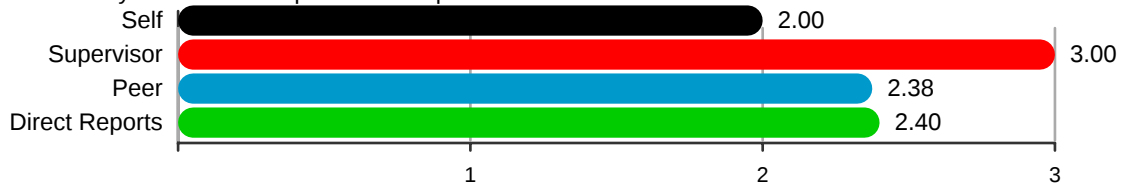
53. You adapt coaching and mentoring approach to meet the style or needs of individuals



54. You set and clearly communicate expectations, performance goals, and measurements to others



55. You work to identify root causes of performance problems



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 provide ongoing feedback to co-workers on your development progress	14	2.21	28.6	7%	64%	29%
52. You take immediate action on poor performance	14	2.29	42.9	14%	43%	43%
53. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	2.53	53.3		47%	53%
54. You set and clearly communicate expectations, performance goals, and measurements to others	15	2.47	46.7		53%	47%
55. You work to identify root causes of performance problems	15	2.40	40.0		60%	40%

Comments:

- He is committed to modeling anything that he would like to see implemented in our work environment.
- He has great sense of vision and purpose for the division and organization as a whole.
- He is very responsive when asked for input or his assistance is requested.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- _____ could also improve his 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.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.

Strategic Insight

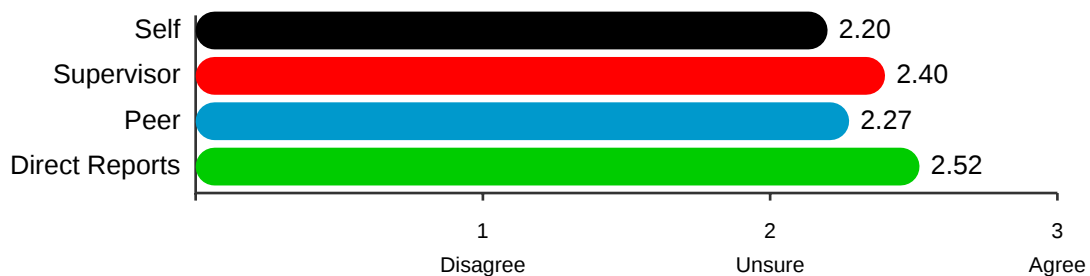
Definition:

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.

56. You adjust strategic plans based on insights gathered from different points of view.



57. You understand how to strategically grow the business and increase customers.



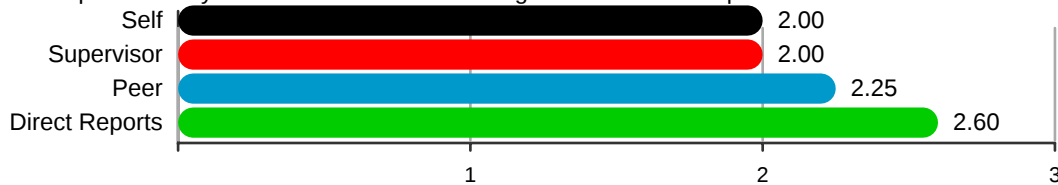
58. You keep abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction.



59. You strategically align projects to the goals of the company.



60. I translate complex industry trends into actionable strategies for the team/department.



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
56. You adjust strategic plans based on insights gathered from different points of view.	15	2.53	53.3	47%		53%
57. You understand how to strategically grow the business and increase customers.	15	2.33	33.3	67%		33%
58. You keep abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction.	15	2.33	33.3	67%		33%
59. You strategically align projects to the goals of the company.	15	2.27	26.7	73%		27%
60. I translate complex industry trends into actionable strategies for the team/department.	15	2.33	33.3	67%		33%

Comments:

- _____ is a true asset to [CompanyName].
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____ is a pleasure to work with.
- He has been a great addition to the department in this area.
- His focus is for quality that is customer centered.