



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

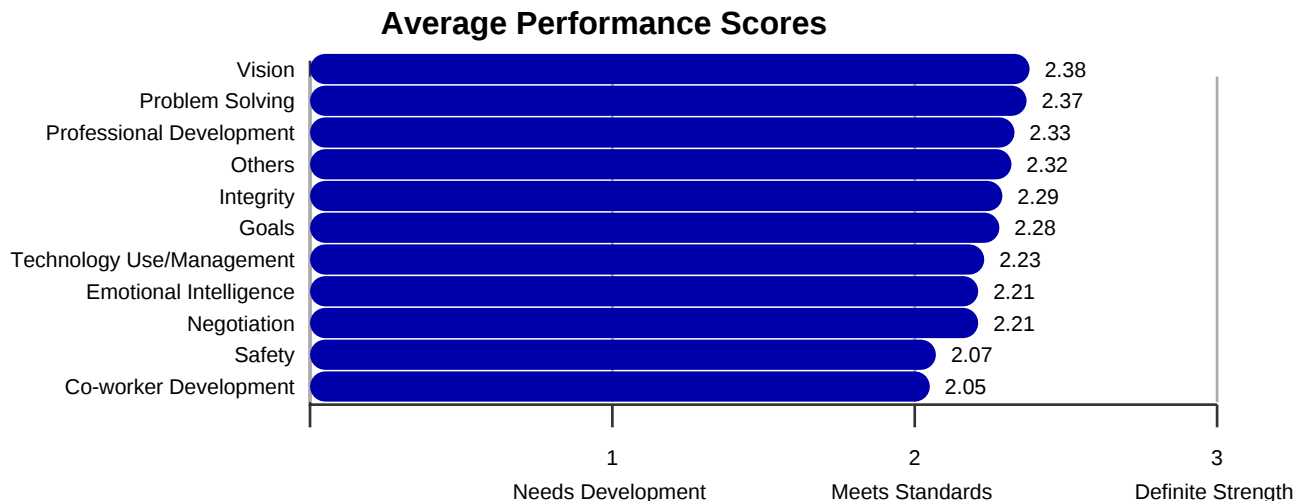
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



Gap Analysis

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



Problem Solving

Definition:

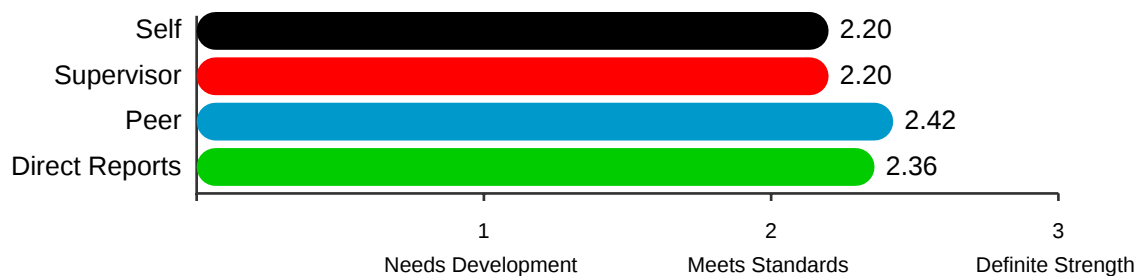
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated 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:

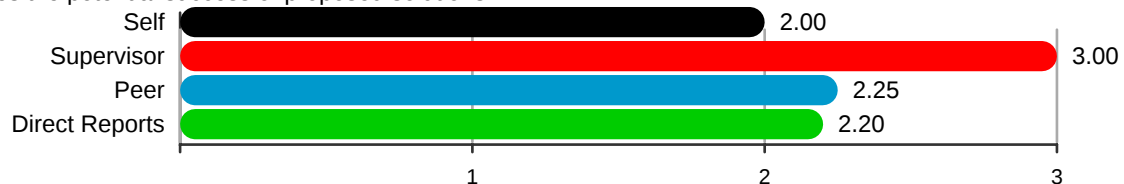
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

1. Analyzes the potential success of proposed solutions.



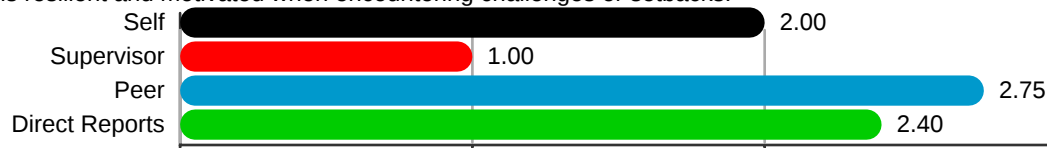
2. Leverages available resources efficiently and is quick to find alternative solutions when obstacles occur.



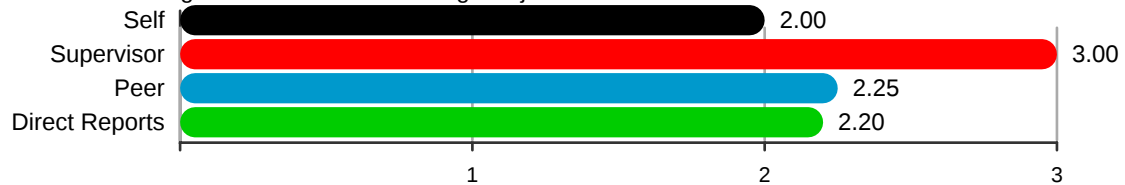
3. Optimizes resource utilization, reducing waste and maximizing efficacy of the solutions implemented.



4. Remains resilient and motivated when encountering challenges or setbacks.



5. Establishes realistic budgets consistent with strategic objectives



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
1. Analyzes the potential success of proposed solutions.	15	2.27	33.3	7%	60%	33%
2. Leverages available resources efficiently and is quick to find alternative solutions when obstacles occur.	15	2.53	73.3	20%	7%	73%
3. Optimizes resource utilization, reducing waste and maximizing efficacy of the solutions implemented.	15	2.33	40.0	7%	53%	40%
4. Remains resilient and motivated when encountering challenges or setbacks.	15	2.47	53.3	7%	40%	53%
5. Establishes realistic budgets consistent with strategic objectives	15	2.27	40.0	13%	47%	40%

Comments:

- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.

Goals

Definition:

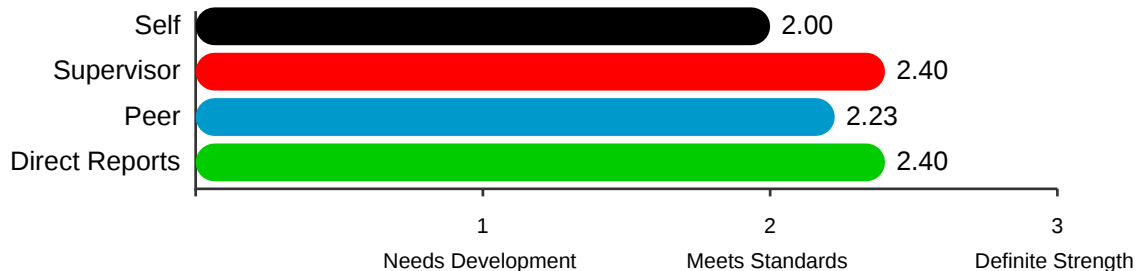
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why this is Important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

Summary Scores:

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



Scores on Each Item:

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

6. Provides support to help subordinates reach their objectives.



7. Incorporates diverse perspectives when defining goals.



8. Sets objectives that push boundaries yet remain achievable to foster growth and motivation.



9. Performs a risk assessment to identify potential obstacles which may change the priority of certain goals.



10. Encourages coworkers to attain departmental goals.



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. Provides support to help subordinates reach their objectives.	15	2.13	33.3	20%	47%	33%
7. Incorporates diverse perspectives when defining goals.	15	2.07	26.7	20%	53%	27%
8. Sets objectives that push boundaries yet remain achievable to foster growth and motivation.	15	2.33	40.0	7%	53%	40%
9. Performs a risk assessment to identify potential obstacles which may change the priority of certain goals.	15	2.40	53.3	13%	33%	53%
10. Encourages coworkers to attain departmental goals.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.

Technology Use/Management

Definition:

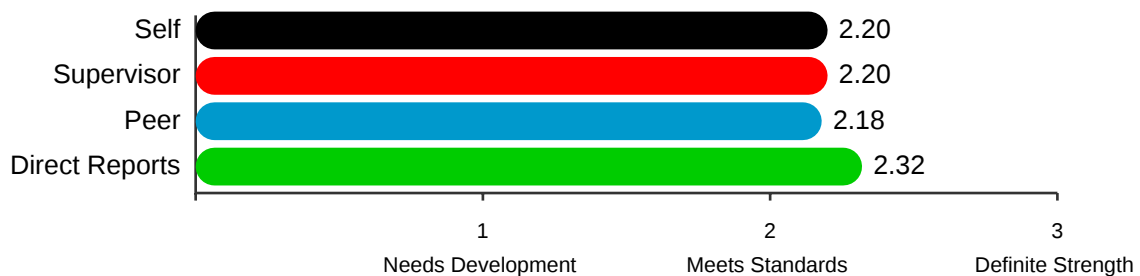
Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

Why this is Important:

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

Summary Scores:

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



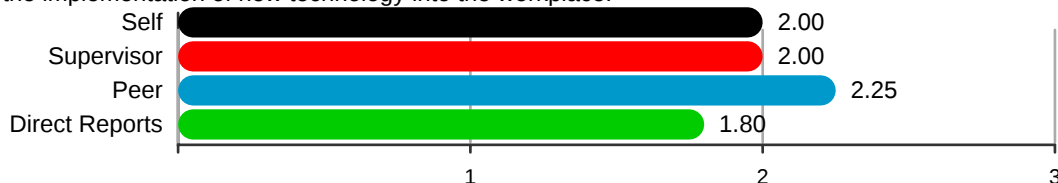
Scores on Each Item:

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

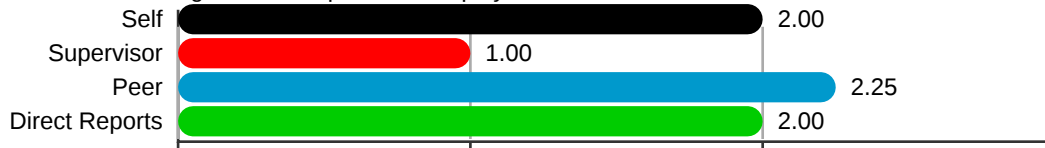
11. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



12. Adopts the implementation of new technology into the workplace.



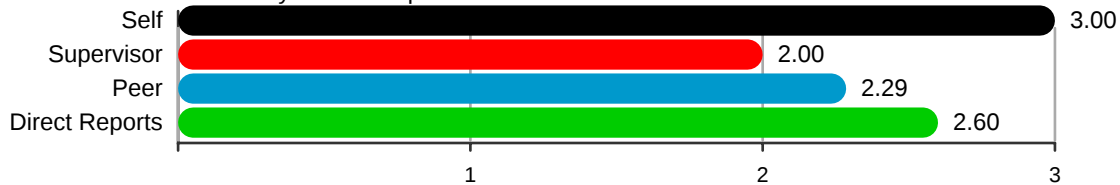
13. Supports technical training and development of employees.



14. Uses technology in decision making and problem solving.



15. Proficient in the use of technical systems and processes.



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	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.33	40.0	7%	53%	40%
12. Adopts the implementation of new technology into the workplace.	15	2.07	20.0	13%	67%	20%
13. Supports technical training and development of employees.	15	2.07	26.7	20%	53%	27%
14. Uses technology in decision making and problem solving.	15	2.27	40.0	13%	47%	40%
15. Proficient in the use of technical systems and processes.	14	2.43	50.0	7%	43%	50%

Comments:

- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- Willingness to help, patience in teaching.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.

Integrity

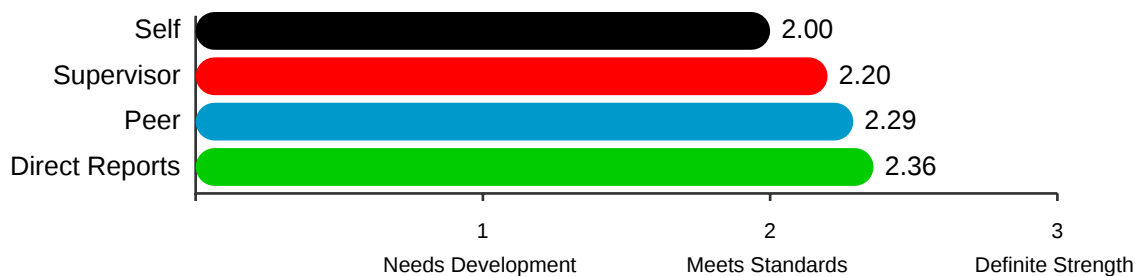
Definition:

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:

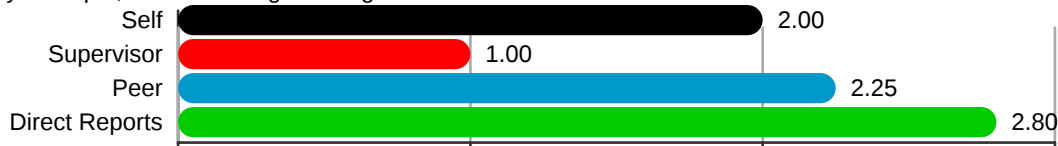
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Leads by example, demonstrating a strong work ethic and commitment to excellence.



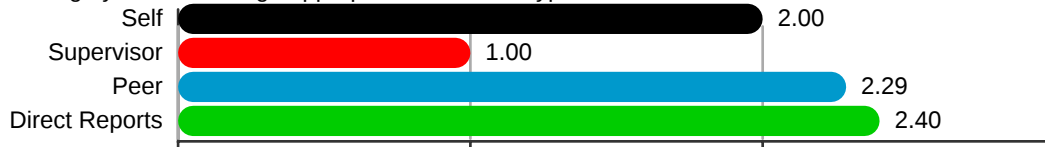
17. Demonstrates integrity to create an environment where everyone feels valued and respected, boosting overall morale.



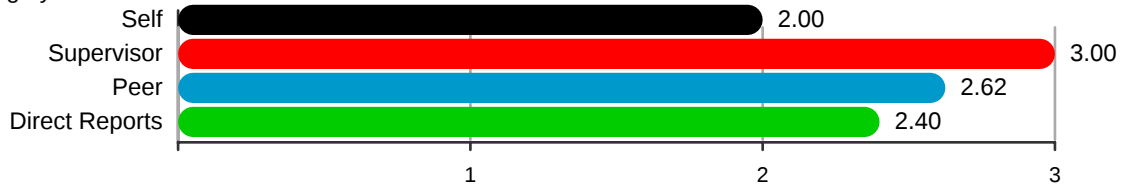
18. Builds trust within the team and the organization through honest and transparent communication.



19. Maintains integrity of data through appropriate use of encryption.



20. Maintains composure and does not react rudely when confronted with rude behavior to show self-control, emotional maturity, and integrity.



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	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. Leads by example, demonstrating a strong work ethic and commitment to excellence.	15	2.33	46.7	13%	40%	47%
17. Demonstrates integrity to create an environment where everyone feels valued and respected, boosting overall morale.	15	2.33	40.0	7%	53%	40%
18. Builds trust within the team and the organization through honest and transparent communication.	14	2.00	14.3	14%	71%	14%
19. Maintains integrity of data through appropriate use of encryption.	14	2.21	42.9	21%	36%	43%
20. Maintains composure and does not react rudely when confronted with rude behavior to show self-control, emotional maturity, and integrity.	15	2.53	60.0	7%	33%	60%

Comments:

- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Communicate regularly with the whole company, not just one department.
- I can't think of a single thing _____ could improve upon.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I appreciate his dedication to the department employees.

Professional Development

Definition:

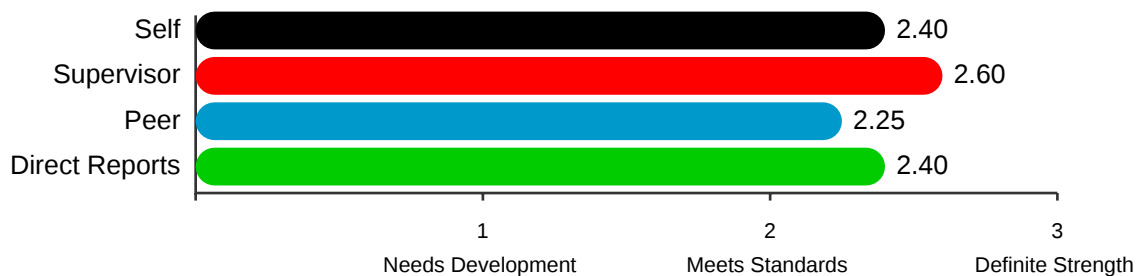
Improvement through specialized training and participating in advanced professional courses.

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. Contributing fully to the extent of their skills



22. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



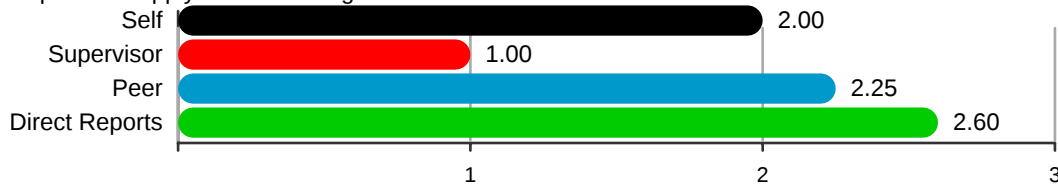
23. Allows employees to fully participate in employee training and professional development.



24. Keep themselves up-to-date of technical/professional issues



25. Quickly acquire and apply new knowledge and skills when needed



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	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
21. Contributing fully to the extent of their skills	15	2.60	66.7	7%	27%	67%
22. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	40.0	7%	53%	40%
23. Allows employees to fully participate in employee training and professional development.	15	2.07	20.0	13%	67%	20%
24. Keep themselves up-to-date of technical/professional issues	15	2.40	53.3	13%	33%	53%
25. Quickly acquire and apply new knowledge and skills when needed	15	2.27	53.3	27%	20%	53%

Comments:

- _____ does a great job of keeping the lines of communication and this is appreciated.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- Always has the company's best interest at heart.

Emotional Intelligence

Definition:

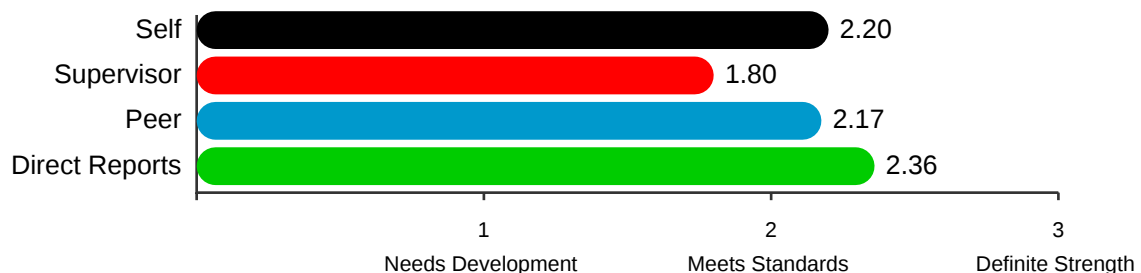
Ability to perceive, interpret, and understand the emotions of others.

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:

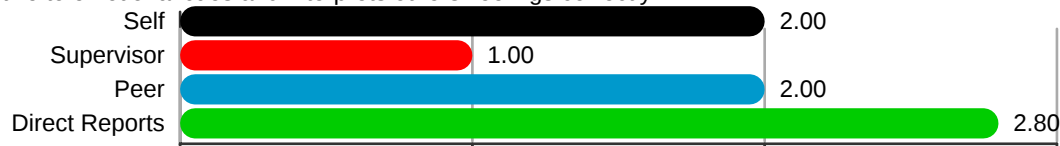
The summary scores shown here are an average of each of the items in this competency.



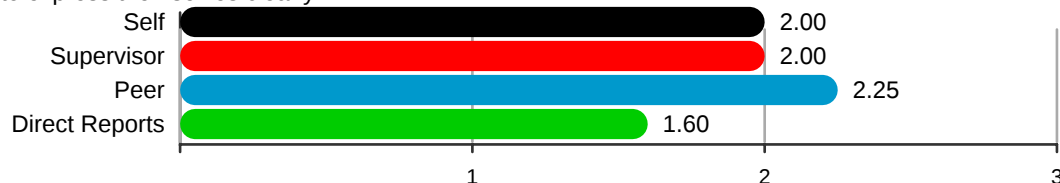
Scores on Each Item:

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

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



27. Is able to express themselves clearly.



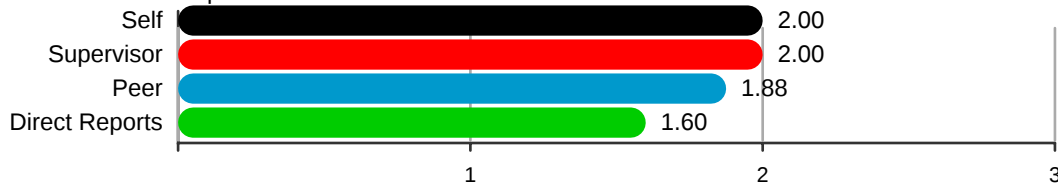
28. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



29. Is able to control their own emotions.



30. Able to understand others' points of view.



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	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.20	33.3	13%	53%	33%
27. Is able to express themselves clearly.	15	2.00	26.7	27%	47%	27%
28. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.47	53.3	7%	40%	53%
29. Is able to control their own emotions.	15	2.60	60.0		40%	60%
30. Able to understand others' points of view.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- _____ delegates very effectively.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
-

_____ 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.

Safety

Definition:

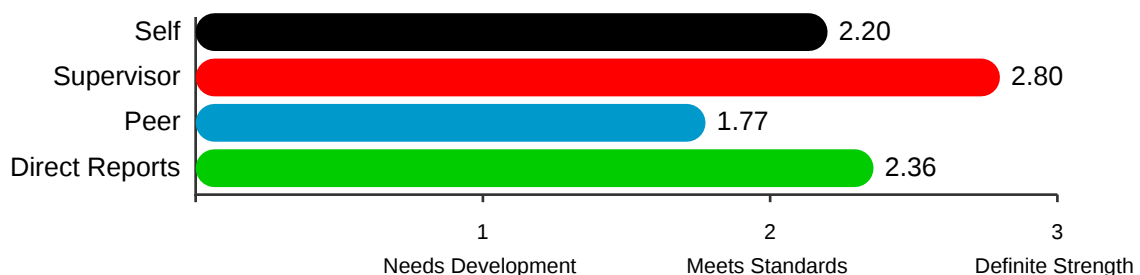
Works in a safe manner and promotes safe working conditions.

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. Identifies and addresses safety needs.



32. Identifies predictable hazards in the workplace.



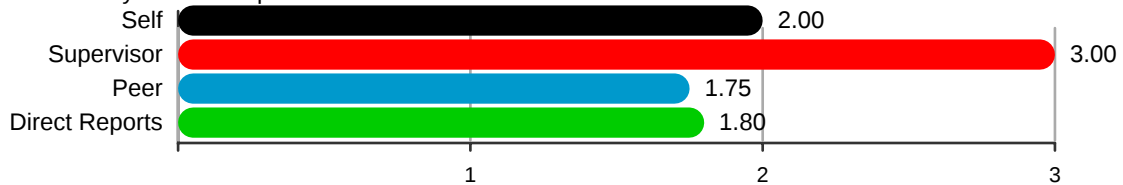
33. Supports safety programs and procedures.



34. Develops a culture of safety.



35. Committed to safety in the workplace.



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	Meets Standards	Definite Strength
				1 1	2 2	3 3
31. Identifies and addresses safety needs.	15	2.13	33.3	20%	47%	33%
32. Identifies predictable hazards in the workplace.	15	2.13	33.3	20%	47%	33%
33. Supports safety programs and procedures.	15	2.07	33.3	27%	40%	33%
34. Develops a culture of safety.	15	2.13	26.7	13%	60%	27%
35. Committed to safety in the workplace.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ addresses questions/concerns quickly and listens to staffs' needs.
- He knows product and how to engage potential clients.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ always presents himself in the most professional manner.
- I am VERY fortunate to be on his team and part of this division.

Co-worker Development

Definition:

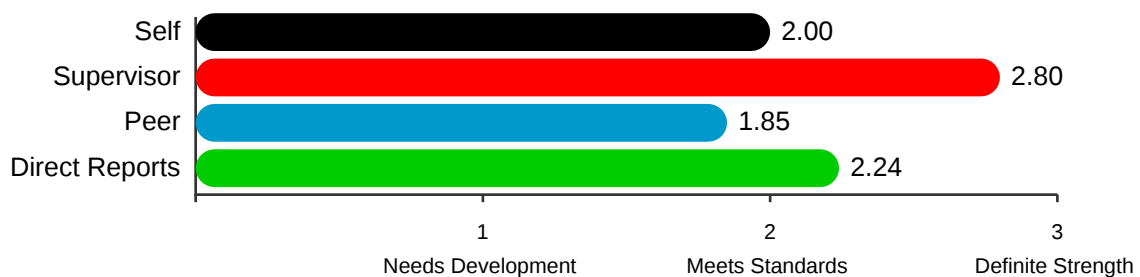
Invests in the professional development of others.

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.



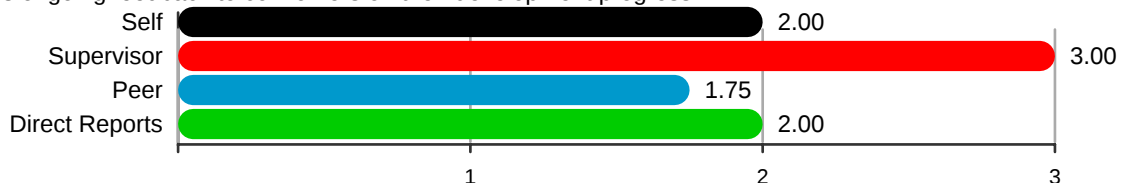
Scores on Each Item:

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

36. Sets and clearly communicates expectations, performance goals, and measurements to others



37. Provides ongoing feedback to co-workers on their development progress



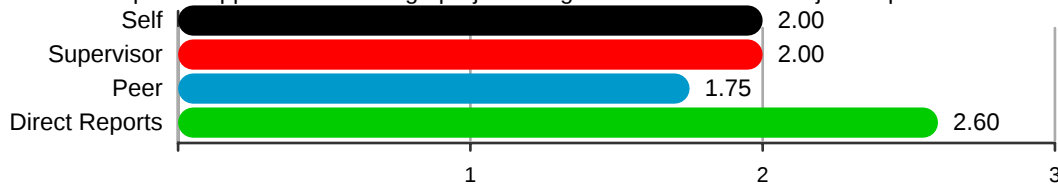
38. Works to identify root causes of performance problems



39. Takes immediate action on poor performance



40. Gives others development opportunities through project assignments and increased job responsibilities



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. Sets and clearly communicates expectations, performance goals, and measurements to others	15	1.87	20.0	33%	47%	20%
37. Provides ongoing feedback to co-workers on their development progress	15	1.93	13.3	20%	67%	13%
38. Works to identify root causes of performance problems	15	2.07	33.3	27%	40%	33%
39. Takes immediate action on poor performance	15	2.33	33.3		67%	33%
40. Gives others development opportunities through project assignments and increased job responsibilities	15	2.07	33.3	27%	40%	33%

Comments:

- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- 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.
-

By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

Negotiation

Definition:

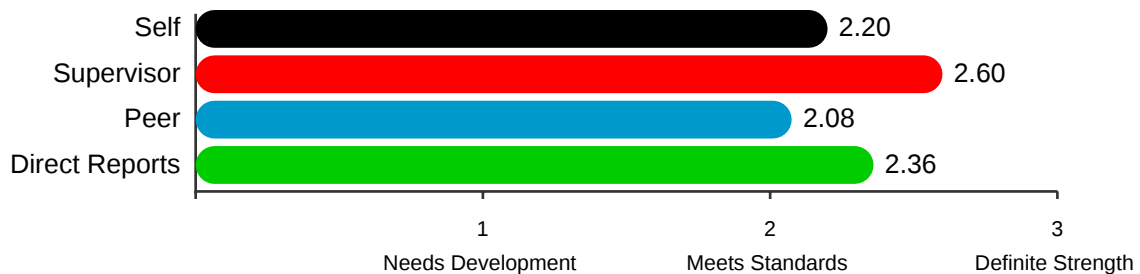
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Why this is Important:

Negotiation Skills enable managers to successfully resolve conflicts, develop trust and long-term partnerships. These skills can help achieve business objectives that contribute toward the success of the company. Strong negotiation skills can help individuals advance their careers by advocating for better roles, compensation, and benefits. Negotiation skills help managers and employees work together better to adapt to business challenges.

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. Establishes a protocol/structure at the beginning of the negotiations for the development of issues.



42. Bases arguments on objective standards or criteria, such as market value, legal standards, or expert opinions.



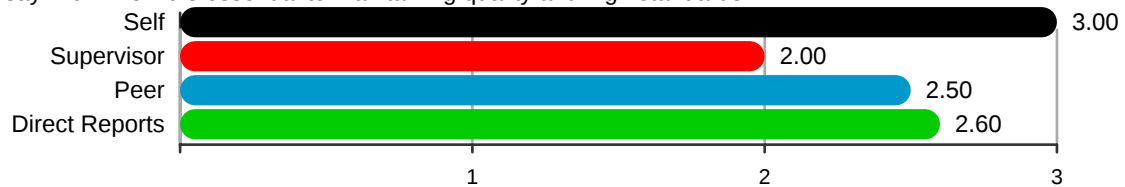
43. Maintains communication channels between parties in the negotiation.



44. Justifies viewpoints using strong and credible data.



45. Able to say "no" when it is essential to maintaining quality and high standards.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. Establishes a protocol/structure at the beginning of the negotiations for the development of issues.	15	2.00	26.7	27%	47%	27%
42. Bases arguments on objective standards or criteria, such as market value, legal standards, or expert opinions.	15	2.13	33.3	20%	47%	33%
43. Maintains communication channels between parties in the negotiation.	15	2.20	40.0	20%	40%	40%
44. Justifies viewpoints using strong and credible data.	15	2.20	26.7	7%	67%	27%
45. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.53	60.0	7%	33%	60%

Comments:

- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ is a great listener and leader for the department.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- He is always collaborative in his approach, and makes good decisions.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Others

Definition:

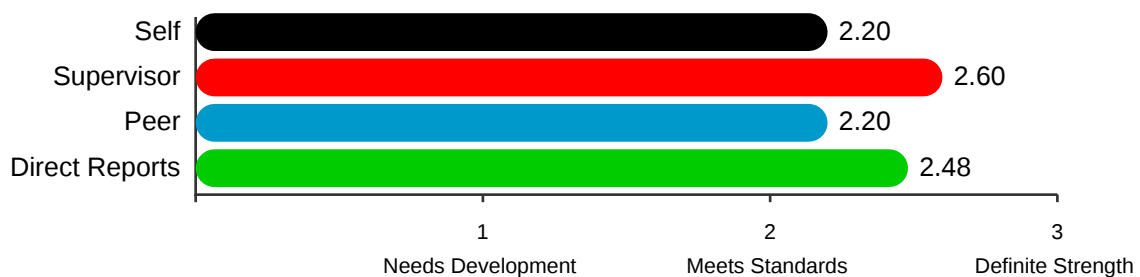
Works well with other employees.

Why this is Important:

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

Summary Scores:

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



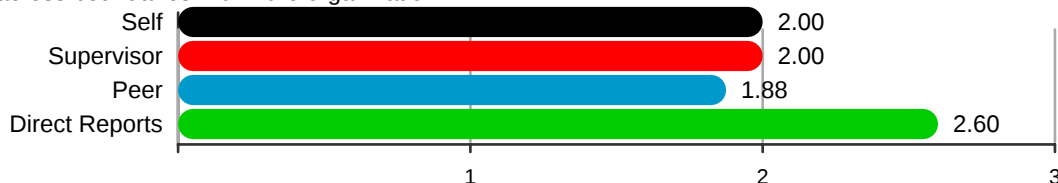
Scores on Each Item:

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

46. Consistently demonstrates ability and willingness to trust others.



47. Works across boundaries within the organization.



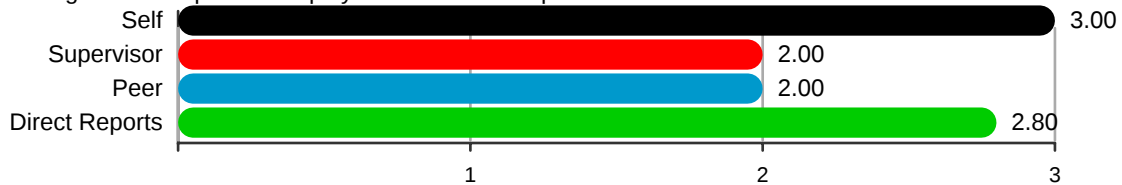
48. Respects the opinions of other employees.



49. Constructively receives criticism and suggestions from others.



50. Forms working relationships with employees from other departments.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized 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
46. Consistently demonstrates ability and willingness to trust others.	15	2.27	26.7		73%	27%
47. Works across boundaries within the organization.	15	2.13	26.7	13%	60%	27%
48. Respects the opinions of other employees.	15	2.40	40.0		60%	40%
49. Constructively receives criticism and suggestions from others.	15	2.47	46.7		53%	47%
50. Forms working relationships with employees from other departments.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ has been instrumental in the working relationship of our department.
- _____ is an excellent manager.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- He is a very diligent hard worker.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

Vision

Definition:

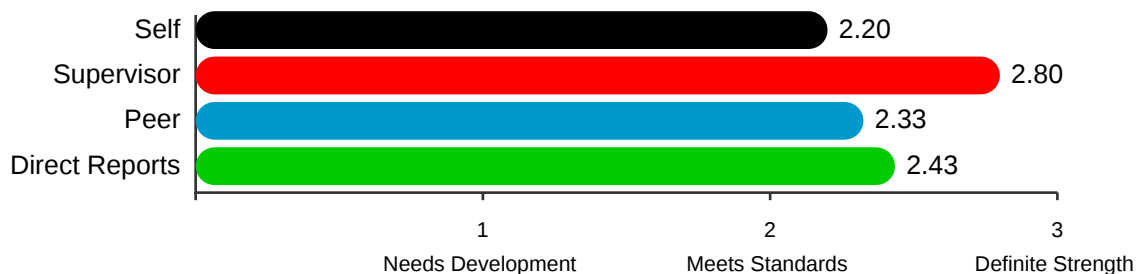
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

Why this is Important:

Vision, as defined through its multifaceted dimensions, is essential because it provides organizations with a coherent and compelling sense of direction that integrates strategy, culture, and execution. It aligns individuals and teams around shared long-term goals, enabling consistent decision-making even amid complexity or change. By inspiring commitment, fostering growth, and translating ambition into actionable plans, vision becomes the engine that drives innovation, resilience, and sustained performance. Without it, organizations risk fragmentation, short-termism, and a loss of purpose--making vision not just a leadership trait, but a strategic necessity.

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. Crafts a compelling roadmap for the department's future.



52. Defines a roadmap for realizing the organization's vision.



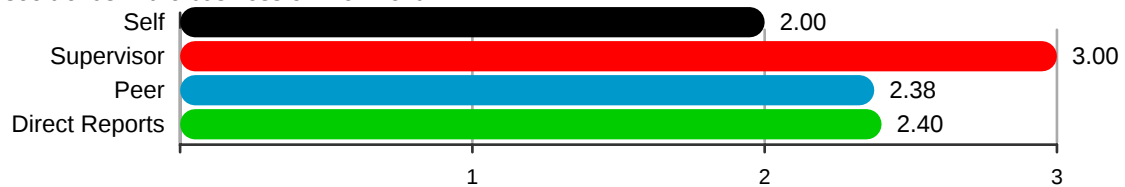
53. Establishes an inspiring and strategic vision for the department.



54. Communicates the vision and strategy of [Company]



55. Able to see trends in the business environment.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
51. Crafts a compelling roadmap for the department's future.	14	2.21	28.6	7%	64%	29%
52. Defines a roadmap for realizing the organization's vision.	14	2.29	42.9	14%	43%	43%
53. Establishes an inspiring and strategic vision for the department.	15	2.53	53.3		47%	53%
54. Communicates the vision and strategy of [Company]	15	2.47	46.7		53%	47%
55. Able to see trends in the business environment.	15	2.40	40.0		60%	40%

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.
- Is always available to assist with issues, all scopes business or personal.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Is reliable and keeps the team focused on the delivery of outcomes.
- _____ sets high standards for his team and ensures they perform professionally.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.