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.

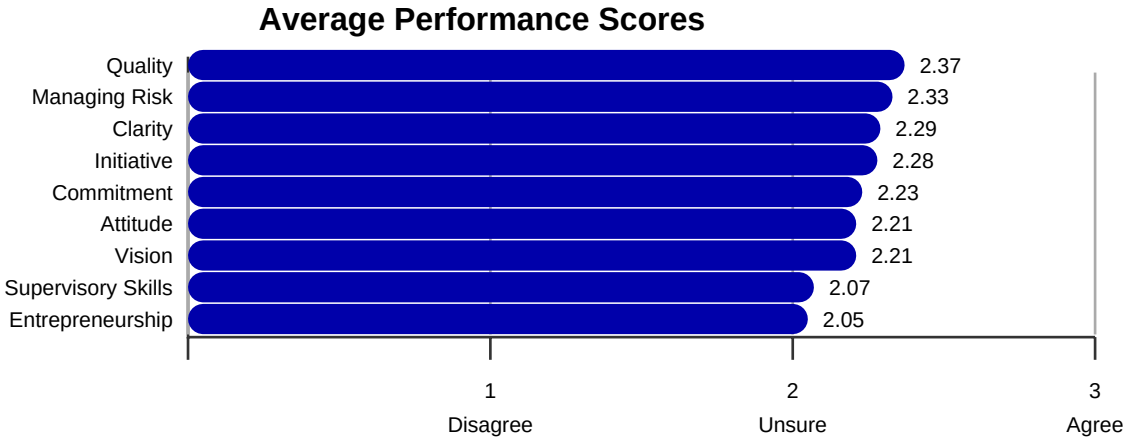
What to Do with Your Feedback

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 9 major dimensions of leadership.

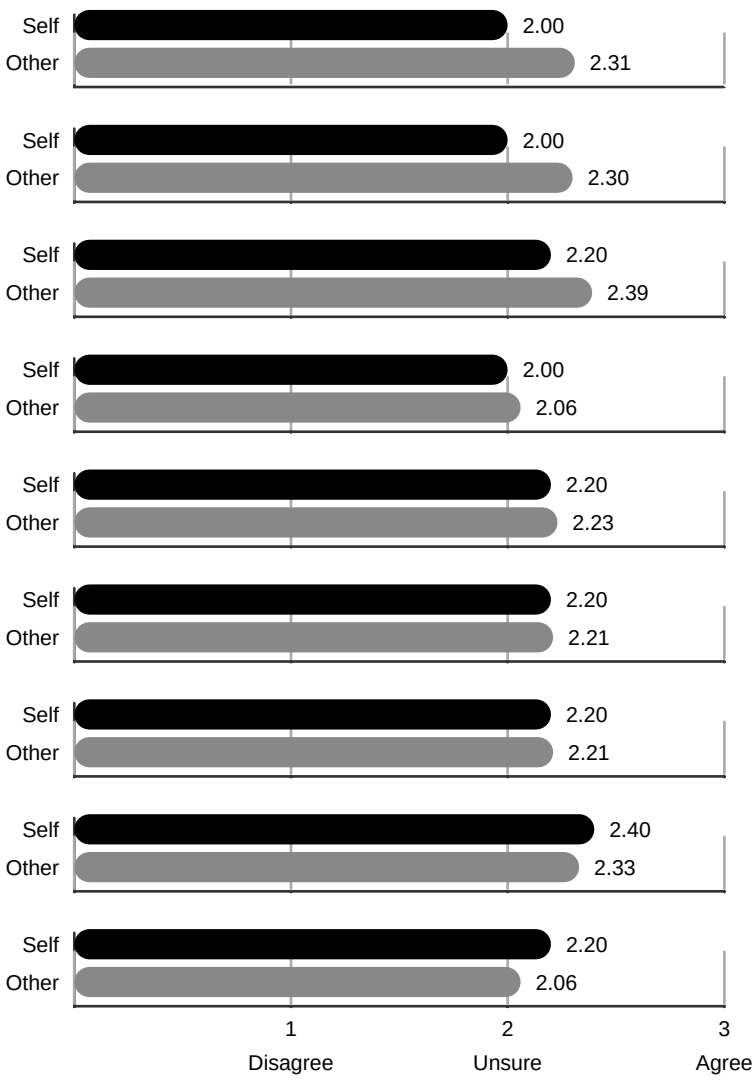
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



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.

Dimension	How you see yourself and how others see you.	Gap
Clarity	Self 2.00, Other 2.31	0.31
Initiative	Self 2.00, Other 2.30	0.30
Quality	Self 2.20, Other 2.39	0.19
Entrepreneurship	Self 2.00, Other 2.06	0.06
Commitment	Self 2.20, Other 2.23	0.03
Attitude	Self 2.20, Other 2.21	0.01
Vision	Self 2.20, Other 2.21	0.01
Managing Risk	Self 2.40, Other 2.33	0.07
Supervisory Skills	Self 2.20, Other 2.06	0.14



Quality

Definition:

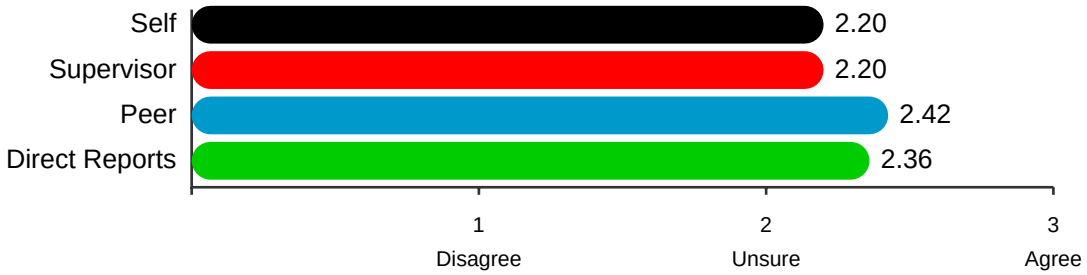
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why this is Important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

Summary Scores:

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



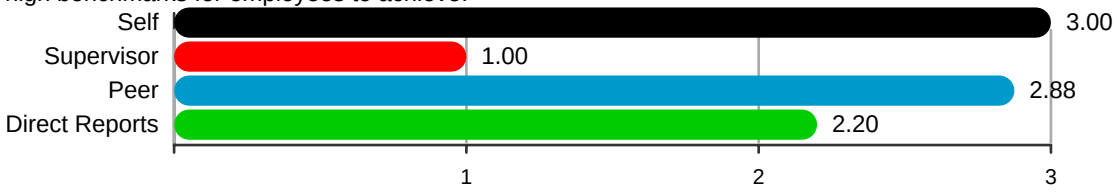
Scores on Each Item:

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

1. I am able to identify quality issues critical to the organization.



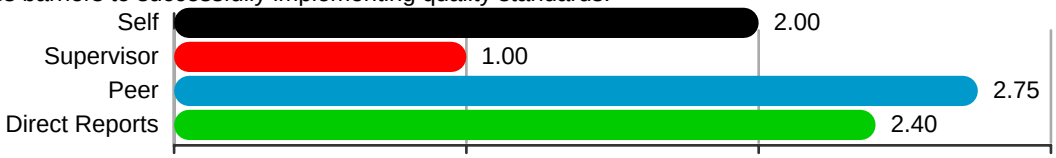
2. You set high benchmarks for employees to achieve.



3. I maintain detailed instructions to ensure consistency and quality in the production line.



4. I address barriers to successfully implementing quality standards.



5. I understand and use established quality procedures/controls.



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. I am able to identify quality issues critical to the organization.	15	2.27	33.3	7%	60%	33%
2. You set high benchmarks for employees to achieve.	15	2.53	73.3	20%	7%	73%
3. I maintain detailed instructions to ensure consistency and quality in the production line.	15	2.33	40.0	7%	53%	40%
4. I address barriers to successfully implementing quality standards.	15	2.47	53.3	7%	40%	53%
5. I understand and use established quality procedures/controls.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is a hands on leader in our program.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Don't work with her enough to observe the vast majority of these items.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I have enjoyed working with ___ and will miss her support and direction.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

Initiative

Definition:

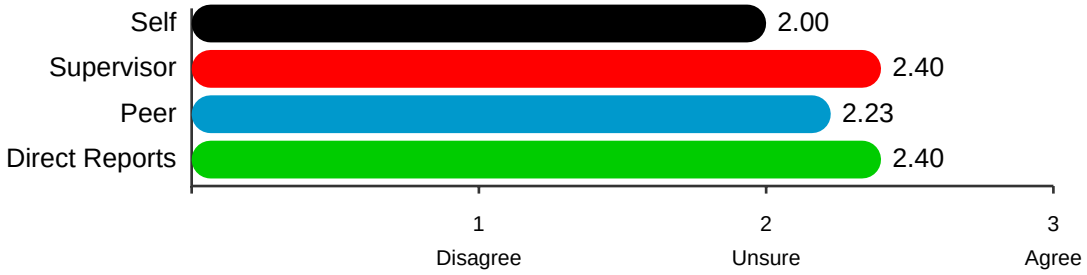
Initiative is the ability to independently recognize needs, take decisive action, and pursue meaningful outcomes without waiting for direction. It reflects a proactive mindset that anticipates challenges, seizes emerging opportunities, and mobilizes resources to address them before they escalate. Managers who demonstrate initiative act with urgency, persist through obstacles, and consistently exceed expectations by driving impact beyond their formal responsibilities. They also foster adaptive relationships and influence others to embrace change, improvement, and forward momentum.

Why this is Important:

Initiative is a cornerstone of organizational agility and resilience—it empowers individuals to act decisively, solve problems proactively, and drive progress without waiting for direction. When managers consistently demonstrate initiative, they accelerate innovation, reduce bottlenecks, and capitalize on emerging opportunities that might otherwise be missed. This behavior fosters a culture of ownership and adaptability, where teams rise to challenges, exceed expectations, and align their efforts with strategic goals. Ultimately, initiative transforms reactive organizations into forward-moving ones, where momentum is sustained by motivated individuals who lead from every level.

Summary Scores:

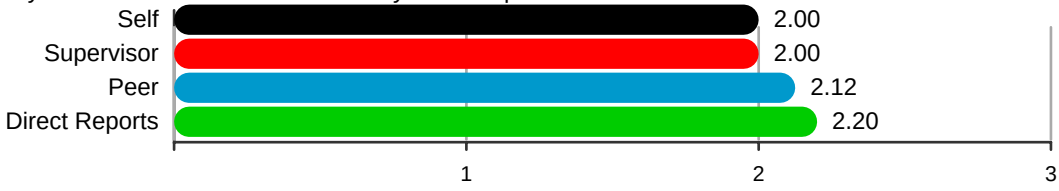
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. You quickly come to the aid of those who may need help.



7. You are a self-starter. You do not wait to be told to do something.



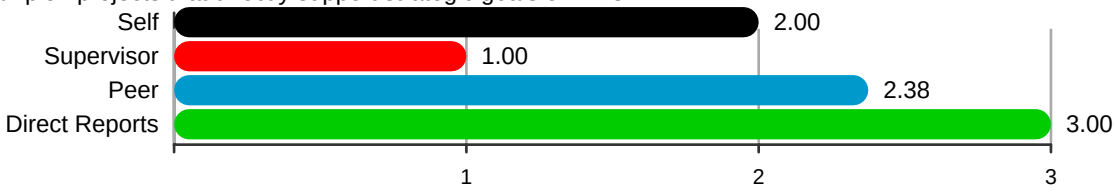
8. You see what needs to be done and take appropriate actions.



9. I act independently to solve pressing needs.



10. You champion projects that directly support strategic goals or KPIs.



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 quickly come to the aid of those who may need help.	15	2.13	33.3	20%	47%	33%
7. You are a self-starter. You do not wait to be told to do something.	15	2.07	26.7	20%	53%	27%
8. You see what needs to be done and take appropriate actions.	15	2.33	40.0	7%	53%	40%
9. I act independently to solve pressing needs.	15	2.40	53.3	13%	33%	53%
10. You champion projects that directly support strategic goals or KPIs.	15	2.47	60.0	13%	27%	60%

Comments:

- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.

Commitment

Definition:

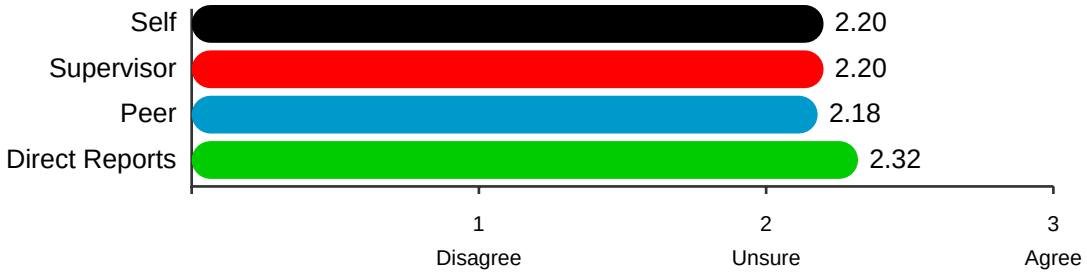
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual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

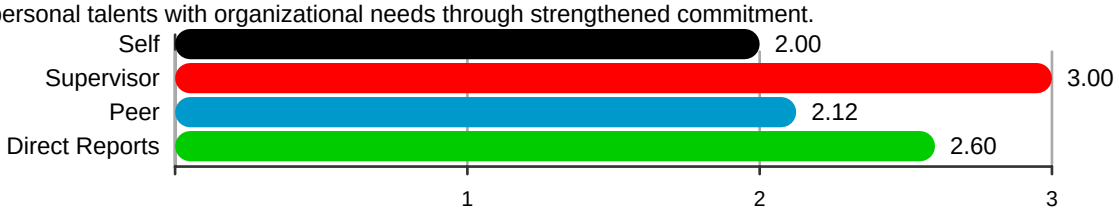
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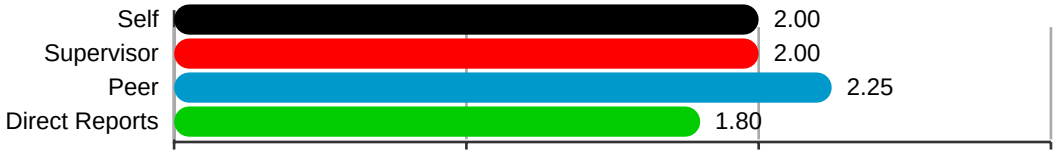
Scores on Each Item:

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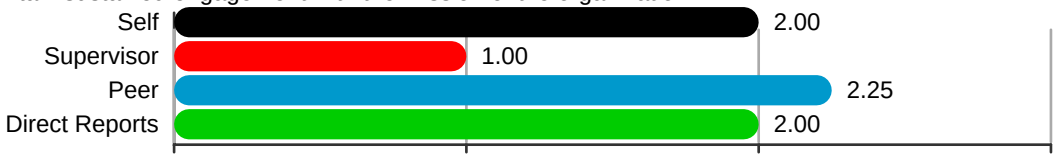
11. I align personal talents with organizational needs through strengthened commitment.



12. You encourage innovation and improvement, supporting new ideas that strengthen commitment and organizational effectiveness.



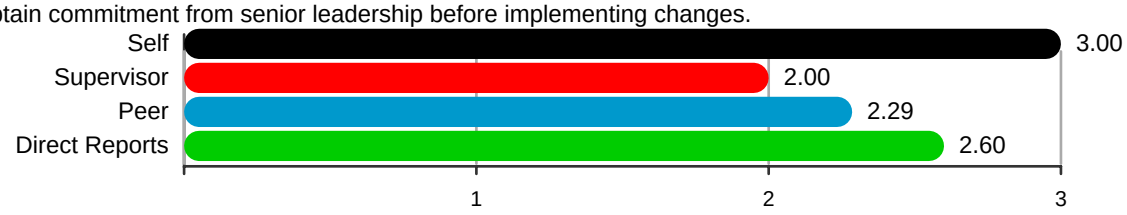
13. You maintain sustained engagement with the mission of the organization.



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



15. You obtain commitment from senior leadership before implementing changes.



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 align personal talents with organizational needs through strengthened commitment.	15	2.33	40.0	7%	53%	40%
12. You encourage innovation and improvement, supporting new ideas that strengthen commitment and organizational effectiveness.	15	2.07	20.0	13%	67%	20%
13. You maintain sustained engagement with the mission of the organization.	15	2.07	26.7	20%	53%	27%
14. You model transparency in commitment, showing that ownership of a task means being answerable for both successes and setbacks.	15	2.27	40.0	13%	47%	40%
15. You obtain commitment from senior leadership before implementing changes.	14	2.43	50.0	7%	43%	50%

Comments:

- I honestly cannot think of anything that she could improve on.
- ___ is professional, collaborative. . .a great team member.
- Outstanding leader.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

Clarity

Definition:

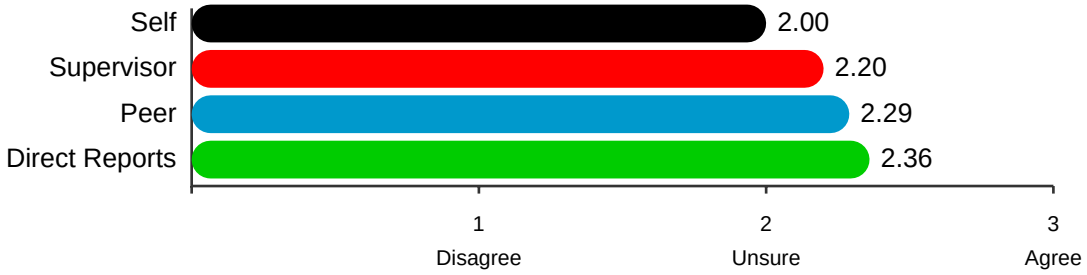
Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

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:

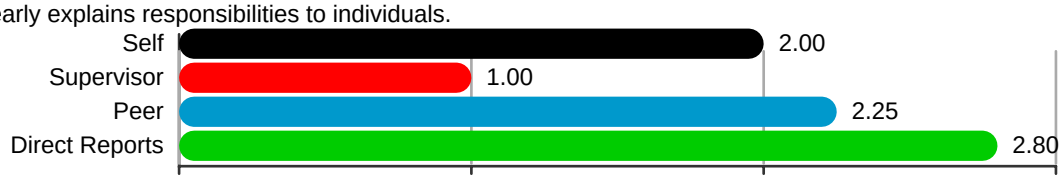
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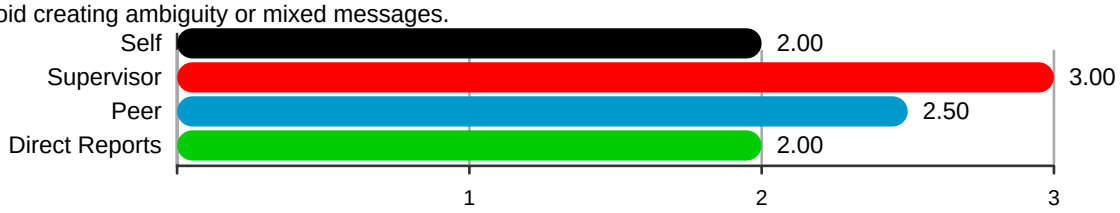
Scores on Each Item:

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

16. You clearly explains responsibilities to individuals.



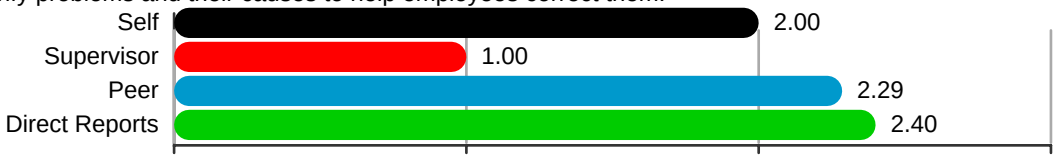
17. You avoid creating ambiguity or mixed messages.



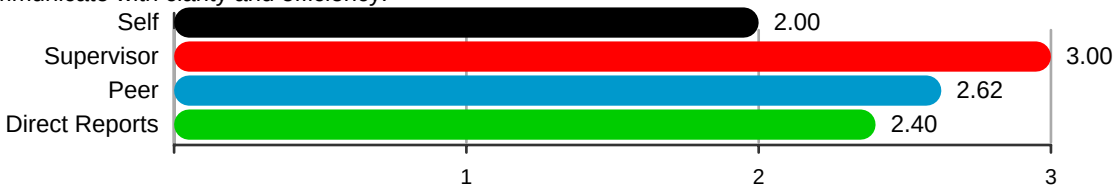
18. You maintain clarity in goals and objectives.



19. You clarify problems and their causes to help employees correct them.



20. You communicate with clarity and efficiency.



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 clearly explains responsibilities to individuals.	15	2.33	46.7	13%	40%	47%
17. You avoid creating ambiguity or mixed messages.	15	2.33	40.0	7%	53%	40%
18. You maintain clarity in goals and objectives.	14	2.00	14.3	14%	71%	14%
19. You clarify problems and their causes to help employees correct them.	14	2.21	42.9	21%	36%	43%
20. You communicate with clarity and efficiency.	15	2.53	60.0	7%	33%	60%

Comments:

- she continues to make improvements in core competencies.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

Managing Risk

Definition:

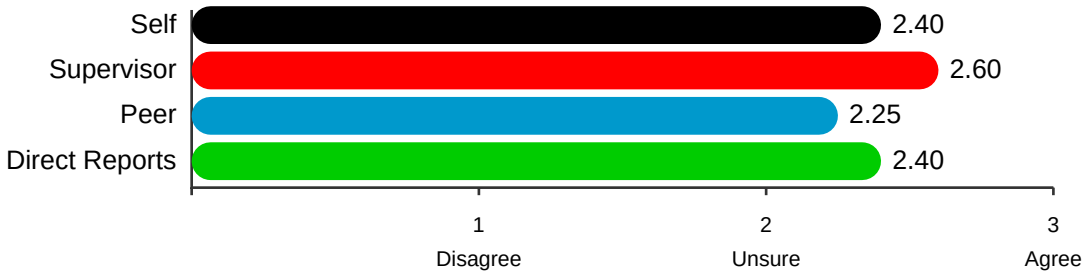
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

Why this is Important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

Summary Scores:

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



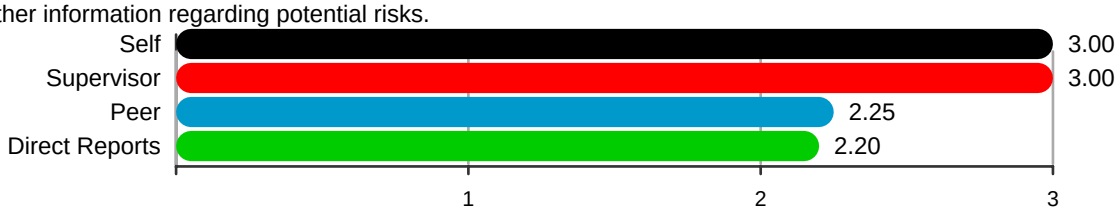
Scores on Each Item:

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

21. I promote risk management competence throughout the organization.



22. You gather information regarding potential risks.



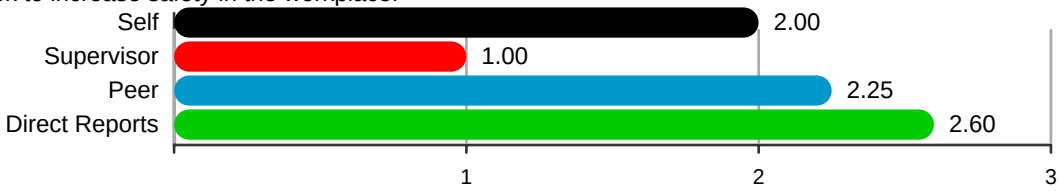
23. I evaluate the impact of certain events on the attainment of corporate objectives.



24. You reward risky ideas that may yield significant benefits.



25. You seek to increase safety in the workplace.



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 promote risk management competence throughout the organization.	15	2.60	66.7	7%	27%	67%
22. You gather information regarding potential risks.	15	2.33	40.0	7%	53%	40%
23. I evaluate the impact of certain events on the attainment of corporate objectives.	15	2.07	20.0	13%	67%	20%
24. You reward risky ideas that may yield significant benefits.	15	2.40	53.3	13%	33%	53%
25. You seek to increase safety in the workplace.	15	2.27	53.3	27%	20%	53%

Comments:

- I enjoy working with ___ very much.
- ___'s priority is our customers and community.
- She works diligently with our supplier to ensure the inventory is cost effective.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.

Attitude

Definition:

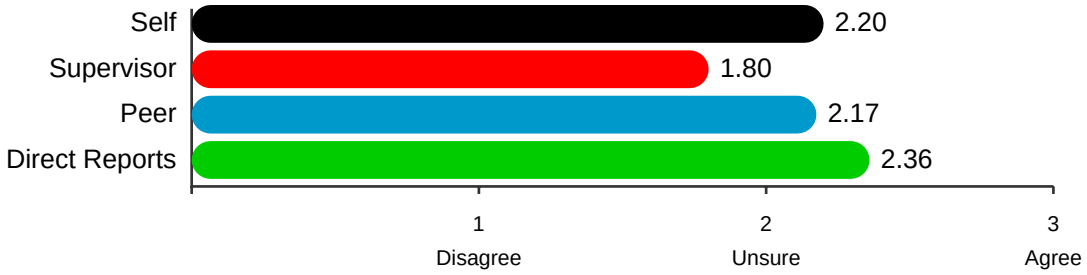
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested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

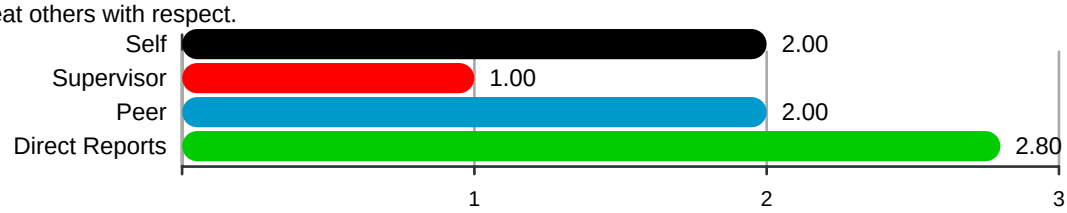
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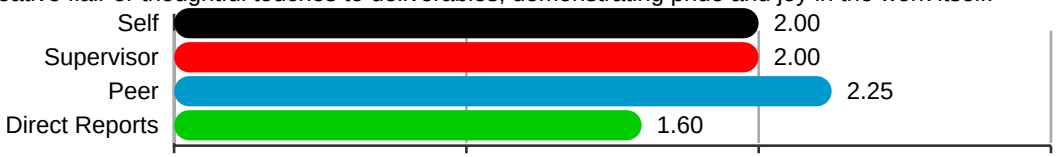
Scores on Each Item:

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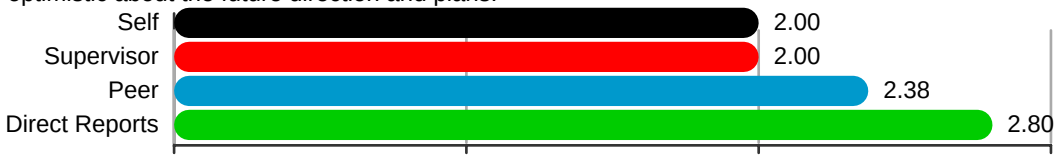
26. You treat others with respect.



27. I add creative flair or thoughtful touches to deliverables, demonstrating pride and joy in the work itself.



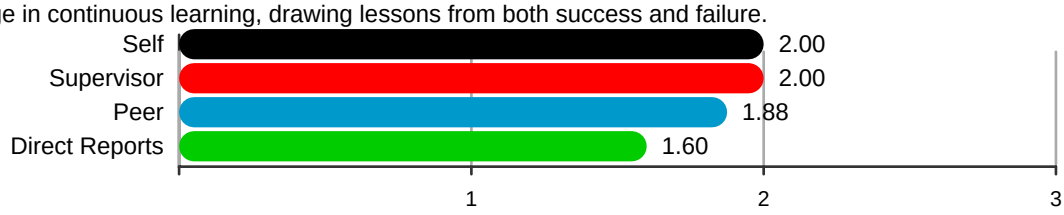
28. You are optimistic about the future direction and plans.



29. You exhibit a professional and gracious demeanor.



30. I engage in continuous learning, drawing lessons from both success and failure.



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 treat others with respect.	15	2.20	33.3	13%	53%	33%
27. I add creative flair or thoughtful touches to deliverables, demonstrating pride and joy in the work itself.	15	2.00	26.7	27%	47%	27%
28. You are optimistic about the future direction and plans.	15	2.47	53.3	7%	40%	53%
29. You exhibit a professional and gracious demeanor.	15	2.60	60.0		40%	60%
30. I engage in continuous learning, drawing lessons from both success and failure.	15	1.80	13.3	33%	53%	13%

Comments:

- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- Strive for excellence. Willing to learn. Implement advice from others.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.

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:

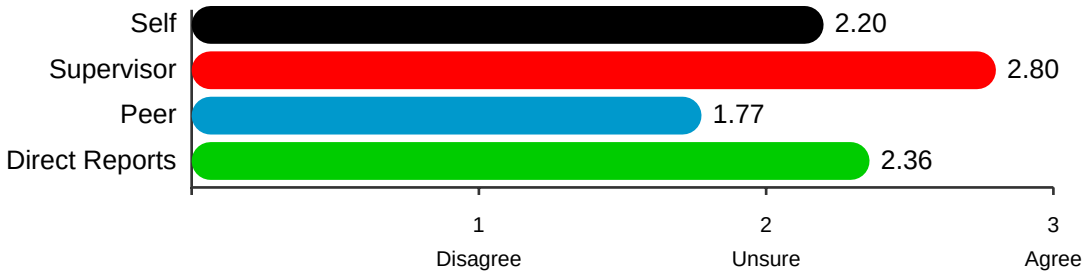
Strong supervisory skills are essential for organizations and companies because they drive productivity, foster employee engagement, and create a structured work environment. Effective supervisors ensure that teams are well-supported through clear communication, accountability, and conflict resolution,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

31. I lead others through my commitment to the department.



32. I give feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.



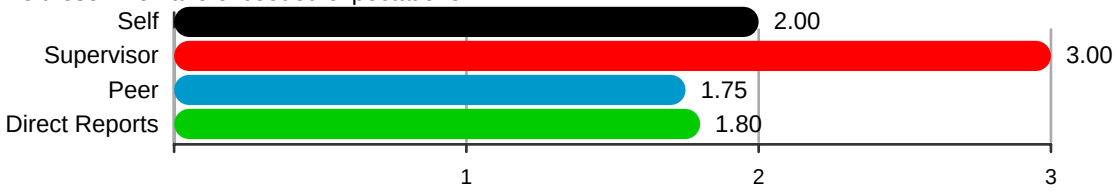
33. I contribute to a productive work environment for the team.



34. You address performance issues with a developmental mindset, emphasizing improvement over retribution.



35. I recognize those who have exceeded expectations.



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 lead others through my commitment to the department.	15	2.13	33.3	20%	47%	33%
32. I give feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	15	2.13	33.3	20%	47%	33%
33. I contribute to a productive work environment for the team.	15	2.07	33.3	27%	40%	33%
34. You address performance issues with a developmental mindset, emphasizing improvement over retribution.	15	2.13	26.7	13%	60%	27%
35. I recognize those who have exceeded expectations.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- She is a great teammate!
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- She has integrity, dependability, and a desire to constantly improve.

Entrepreneurship

Definition:

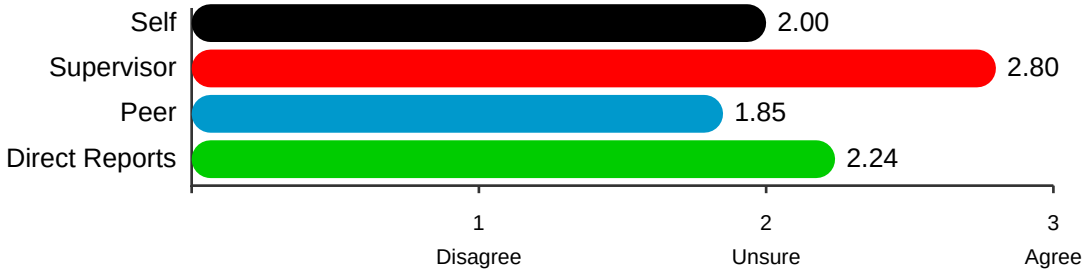
Ability to develop, manage, and expand business opportunities.

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.



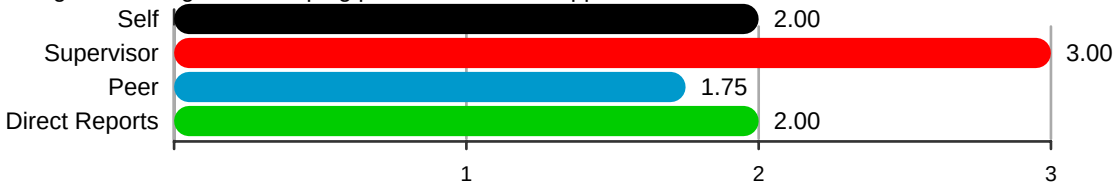
Scores on Each Item:

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

36. You maintain a high level of energy to respond to demands of the job.



37. You encourage risk taking for developing potential business opportunities.



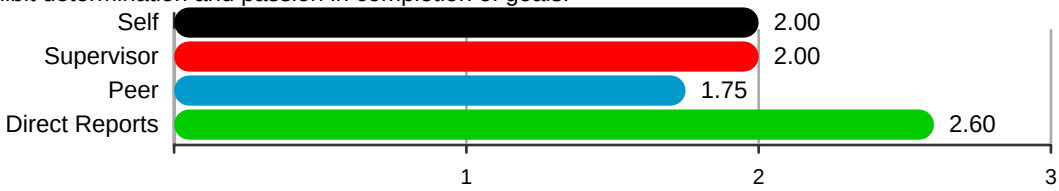
38. You understand the processes and various stages of business development.



39. You take the initiative to complete tasks.



40. You exhibit determination and passion in completion of goals.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
36. You maintain a high level of energy to respond to demands of the job.	15	1.87	20.0	33%	47%	20%
37. You encourage risk taking for developing potential business opportunities.	15	1.93	13.3	20%	67%	13%
38. You understand the processes and various stages of business development.	15	2.07	33.3	27%	40%	33%
39. You take the initiative to complete tasks.	15	2.33	33.3		67%	33%
40. You exhibit determination and passion in completion of goals.	15	2.07	33.3	27%	40%	33%

Comments:

- She communicates clearly, and is always willing to listen attentively.
- ___ has high expectation of staff, but provides the support needed for success. She 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.
- Positive attitude.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- She had done amazingly well considering all of the global threats to the product line.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.

Vision

Definition:

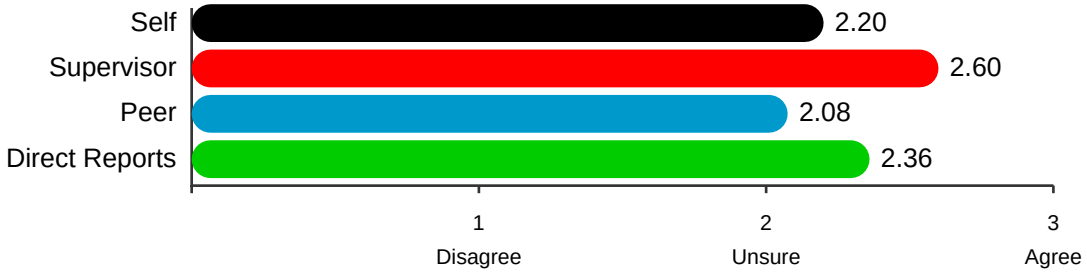
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal 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:

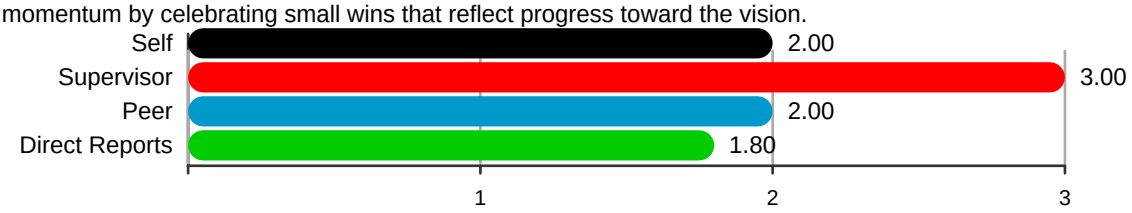
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. I build momentum by celebrating small wins that reflect progress toward the vision.



42. You craft strategic plans that embody the organization's shared vision.



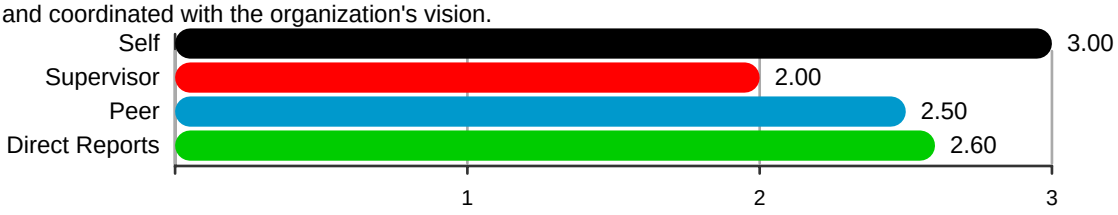
43. You invite employees to co-create strategies that bring the vision to life, fostering shared ownership.



44. I stay ahead of the curve to guide my team towards innovative solutions and strategic decisions.



45. I develop a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.



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. I build momentum by celebrating small wins that reflect progress toward the vision.	15	2.00	26.7	27%	47%	27%
42. You craft strategic plans that embody the organization's shared vision.	15	2.13	33.3	20%	47%	33%
43. You invite employees to co-create strategies that bring the vision to life, fostering shared ownership.	15	2.20	40.0	20%	40%	40%
44. I stay ahead of the curve to guide my team towards innovative solutions and strategic decisions.	15	2.20	26.7	7%	67%	27%
45. I develop a schedule that outlines specific phases, measurables, and deadlines, ensuring that work is systematically aligned and coordinated with the organization's vision.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is smart, detailed and committed. I appreciate having her on our team.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- She exhibits vision, compassion and high integrity in all of her work.