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.

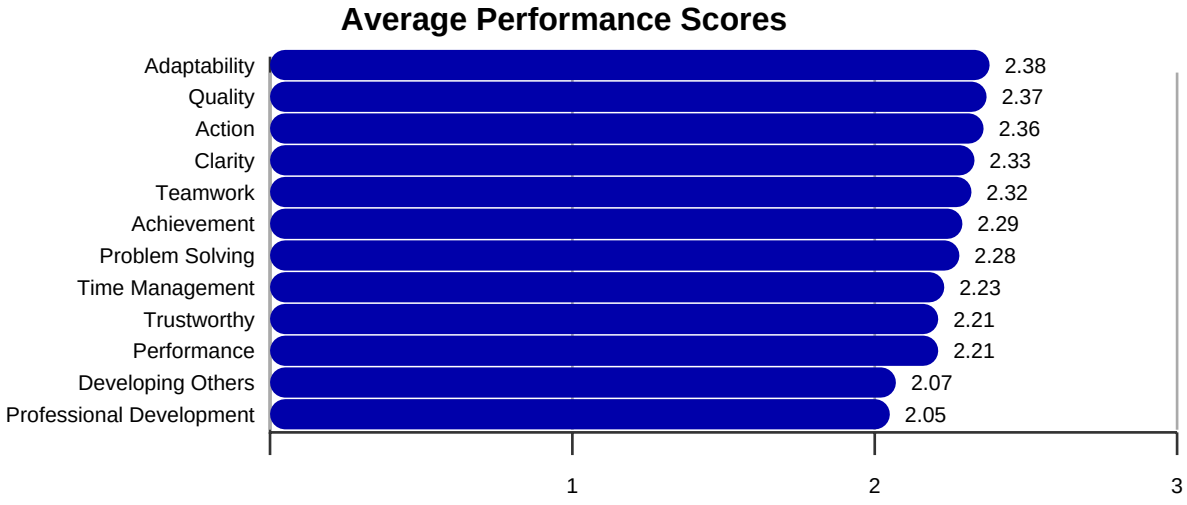
What to Do with Your Feedback

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 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.



Needs Development

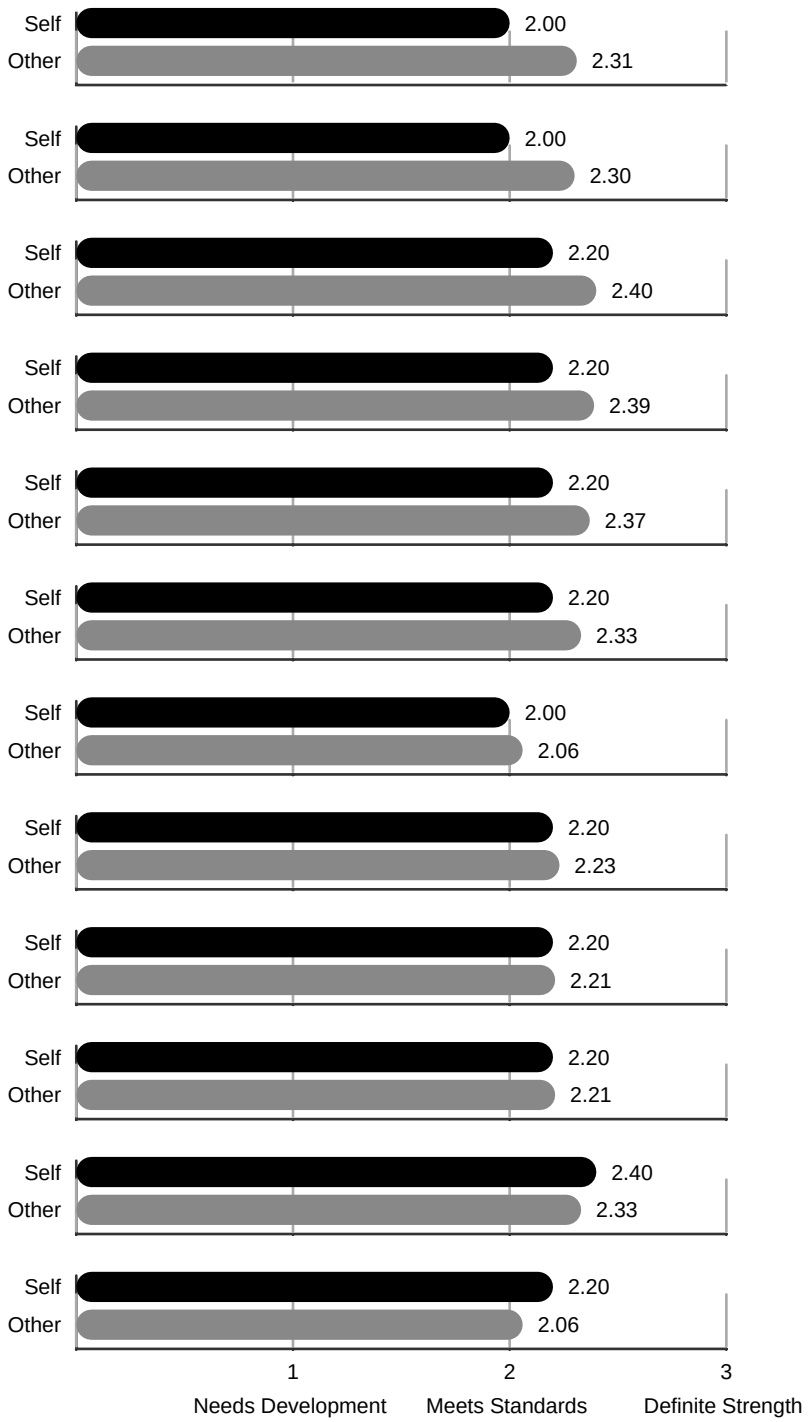
Meets Standards

Definite Strength

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
Achievement	Self 2.00, Other 2.31	0.31
Problem Solving	Self 2.00, Other 2.30	0.30
Adaptability	Self 2.20, Other 2.40	0.20
Quality	Self 2.20, Other 2.39	0.19
Action	Self 2.20, Other 2.37	0.17
Teamwork	Self 2.20, Other 2.33	0.13
Professional Development	Self 2.00, Other 2.06	0.06
Time Management	Self 2.20, Other 2.23	0.03
Trustworthy	Self 2.20, Other 2.21	0.01
Performance	Self 2.20, Other 2.21	0.01
Clarity	Self 2.40, Other 2.33	0.07
Developing Others	Self 2.20, Other 2.06	0.14



Quality

Definition:

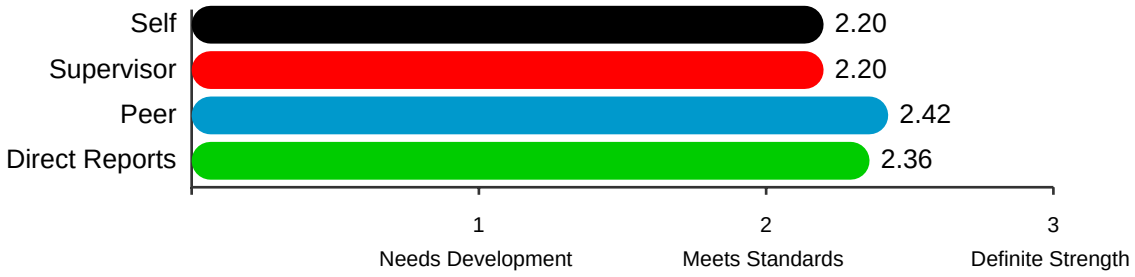
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial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



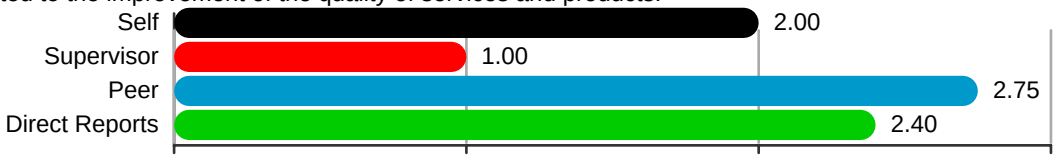
2. Encourages others to produce the highest quality work products.



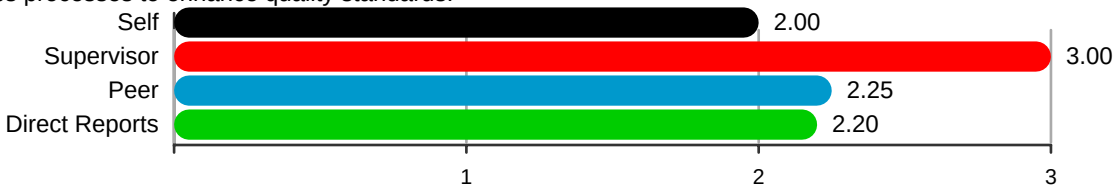
3. Assists quality control inspectors.



4. Committed to the improvement of the quality of services and products.



5. Develops processes to enhance quality standards.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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. Recognizes their role in promoting quality and safety in the workplace.	15	2.27	33.3	7%	60%	33%
2. Encourages others to produce the highest quality work products.	15	2.53	73.3	20%	7%	73%
3. Assists quality control inspectors.	15	2.33	40.0	7%	53%	40%
4. Committed to the improvement of the quality of services and products.	15	2.47	53.3	7%	40%	53%
5. Develops processes to enhance quality standards.	15	2.27	40.0	13%	47%	40%

Comments:

- Attitude is there; however, follow through is lacking at times.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- He can ask a question and truly listen to the answer before giving feedback.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- He holds everyone to such a high standard, you don't want to disappoint him.
- 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 collegues 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.

Problem Solving

Definition:

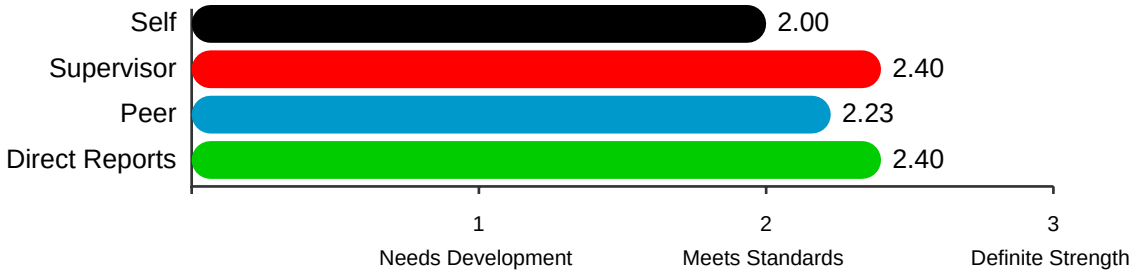
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated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

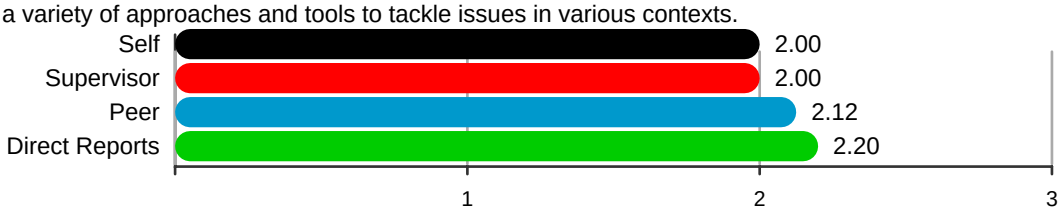
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

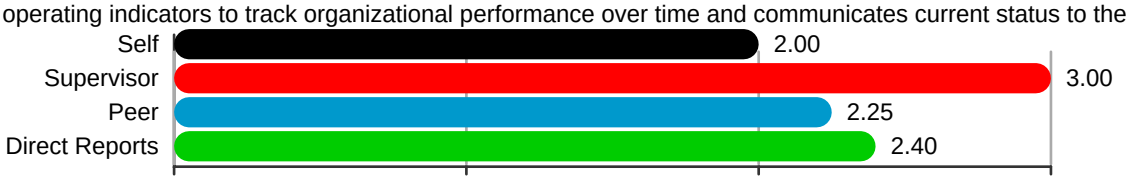
6. Utilizes a variety of approaches and tools to tackle issues in various contexts.



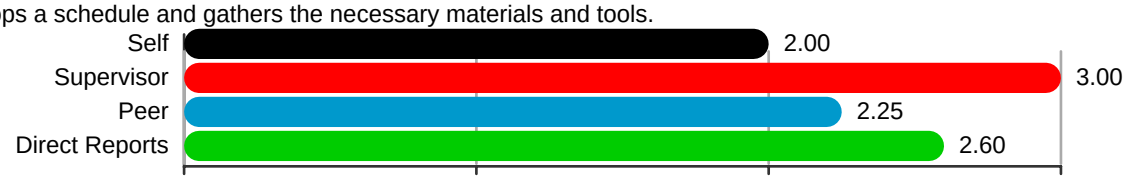
7. Clearly documents the decision-making process, including the evaluation criteria, the scores or rankings of each solution, and the reasons for selecting the chosen option.



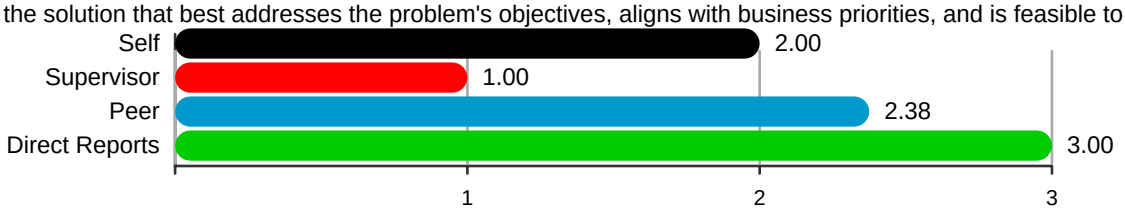
8. Selects operating indicators to track organizational performance over time and communicates current status to the organization



9. Develops a schedule and gathers the necessary materials and tools.



10. Selects the solution that best addresses the problem's objectives, aligns with business priorities, and is feasible to implement.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
6. Utilizes a variety of approaches and tools to tackle issues in various contexts.	15	2.13	33.3	20%	47%	33%
7. Clearly documents the decision-making process, including the evaluation criteria, the scores or rankings of each solution, and the reasons for selecting the chosen option.	15	2.07	26.7	20%	53%	27%
8. Selects operating indicators to track organizational performance over time and communicates current status to the organization	15	2.33	40.0	7%	53%	40%
9. Develops a schedule and gathers the necessary materials and tools.	15	2.40	53.3	13%	33%	53%
10. Selects the solution that best addresses the problem's objectives, aligns with business priorities, and is feasible to implement.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- I think he is the kind of manager our department has needed and will continue to need.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- Good leadership style.
- _____ is an impressive performer.

Time Management

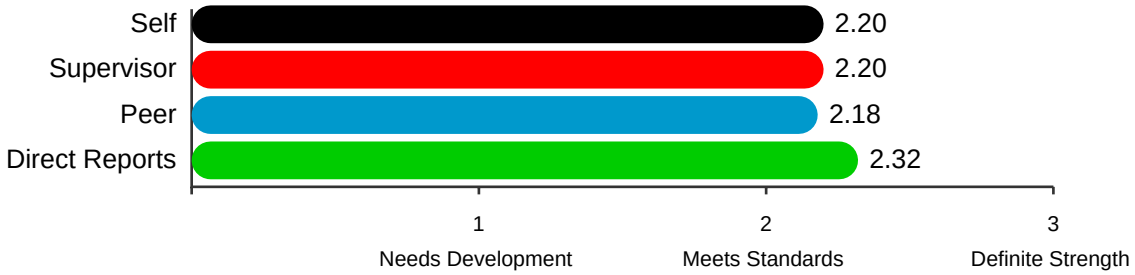
Definition:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why this is Important:

Summary Scores:

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



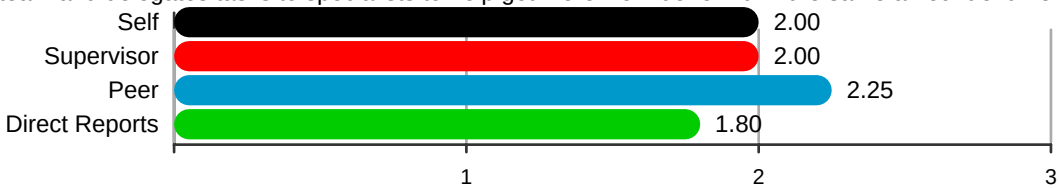
Scores on Each Item:

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

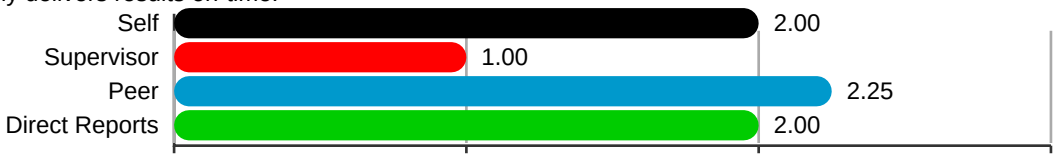
11. Allows for time buffers between tasks so that the schedule does not become delayed due to unforeseen circumstances.



12. Uses a team and delegates tasks to specialists to help get more work done within the same amount of time.



13. Regularly delivers results on-time.



14. Performs high-impact work first.



15. Outperforms others in productivity through effective time management.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. Allows for time buffers between tasks so that the schedule does not become delayed due to unforeseen circumstances.	15	2.33	40.0	7%	53%	40%
12. Uses a team and delegates tasks to specialists to help get more work done within the same amount of time.	15	2.07	20.0	13%	67%	20%
13. Regularly delivers results on-time.	15	2.07	26.7	20%	53%	27%
14. Performs high-impact work first.	15	2.27	40.0	13%	47%	40%
15. Outperforms others in productivity through effective time management.	14	2.43	50.0	7%	43%	50%

Comments:

- His professionalism is beyond reproach and he is fair and just.
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- He cares deeply about the engagement of his staff and has concern for those in need.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.

Achievement

Definition:

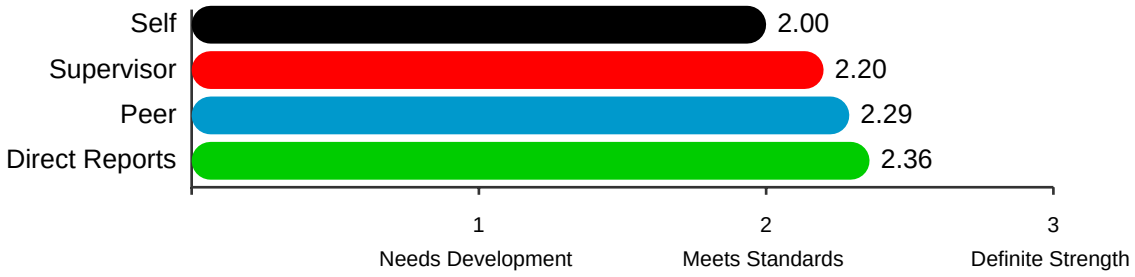
Achievement: a consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. It involves accomplishing tasks efficiently, responding to setbacks as opportunities for growth, maintaining a strong pace, and demonstrating strategic risk-taking to improve outcomes and the bottom line. Through resource allocation, adherence to best practices, and goal completion, achievement drives success by fostering continuous improvement, optimizing performance, and ensuring impactful contributions to an organization's progress.

Why this is Important:

Achievement is essential for organizations and companies because it drives productivity, innovation, and long-term success. By maintaining high standards, adhering to best practices, and strategically aligning individual and team goals with company objectives, employees contribute to consistent performance and measurable results. Organizations that foster a culture of achievement encourage efficiency, resilience in the face of setbacks, and thoughtful risk-taking, all of which lead to improved outcomes and a stronger bottom line.

Summary Scores:

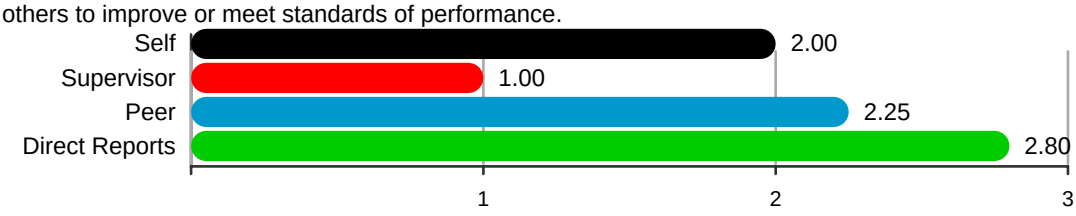
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Scores on Each Item:

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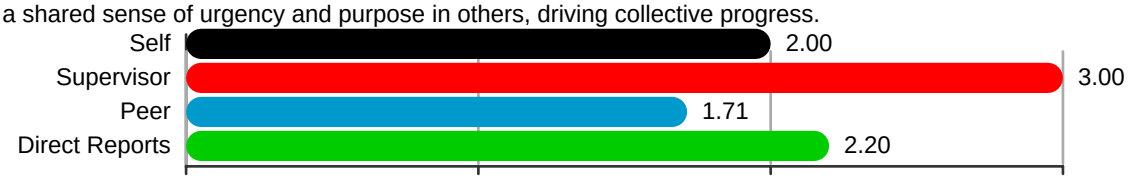
16. Helps others to improve or meet standards of performance.



17. Completes work to given time frame and to budget



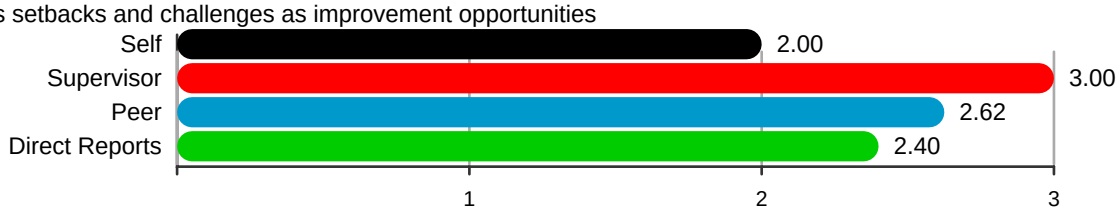
18. Instills a shared sense of urgency and purpose in others, driving collective progress.



19. Develops and follows systematic plans that ensure timely delivery of results and organizational impact.



20. Accepts setbacks and challenges as improvement opportunities



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. Helps others to improve or meet standards of performance.	15	2.33	46.7	13%	40%	47%
17. Completes work to given time frame and to budget	15	2.33	40.0	7%	53%	40%
18. Instills a shared sense of urgency and purpose in others, driving collective progress.	14	2.00	14.3	14%	71%	14%
19. Develops and follows systematic plans that ensure timely delivery of results and organizational impact.	14	2.21	42.9	21%	36%	43%
20. Accepts setbacks and challenges as improvement opportunities	15	2.53	60.0	7%	33%	60%

Comments:

- just know going through the hiring process with him.
- He is an advocate for [CompanyName].
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- Our desire to improve loss rates has been encouraged and supported by _____.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- Increase in confidence. Being willing to lean into the uncomfortable.

Clarity

Definition:

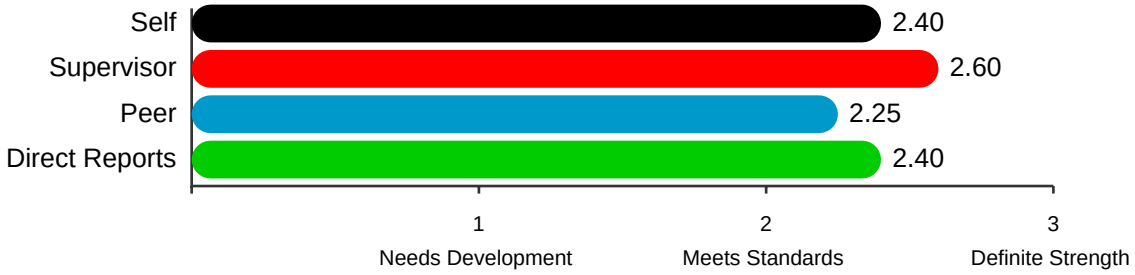
Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

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:

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



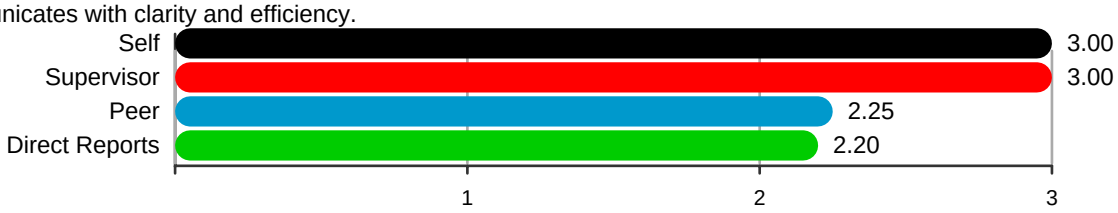
Scores on Each Item:

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

21. Adjusts communication methods to the needs of the audience.



22. Communicates with clarity and efficiency.



23. Provides a clear vision for the future.



24. Clearly explains the vision and goals of the company.



25. Checks details thoroughly.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
21. Adjusts communication methods to the needs of the audience.	15	2.60	66.7	7%	27%	67%
22. Communicates with clarity and efficiency.	15	2.33	40.0	7%	53%	40%
23. Provides a clear vision for the future.	15	2.07	20.0	13%	67%	20%
24. Clearly explains the vision and goals of the company.	15	2.40	53.3	13%	33%	53%
25. Checks details thoroughly.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ is a great manager, committed to each employee in our department.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Trustworthy

Definition:

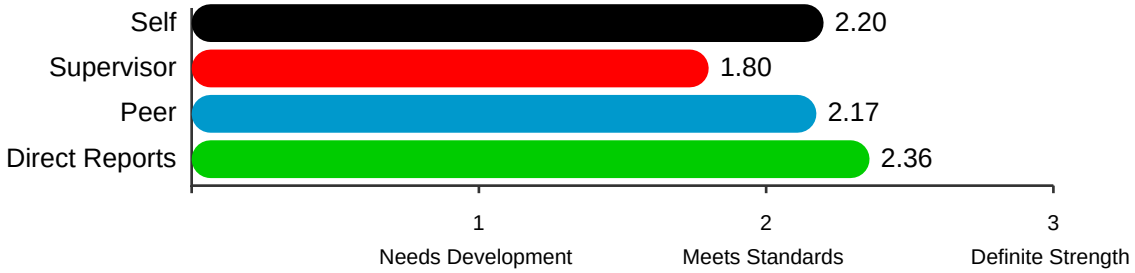
Is trusted by others. Builds and maintains trust with others. Is open and honest.

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:

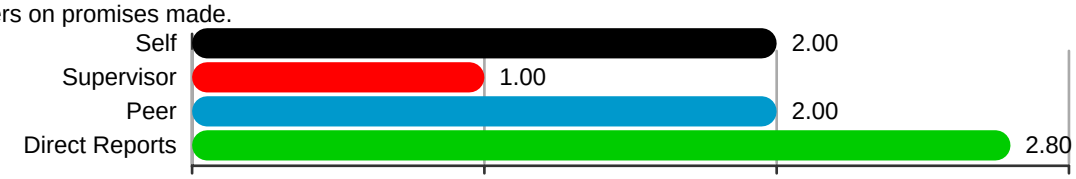
The summary scores shown here are an average of each of the items in this competency.



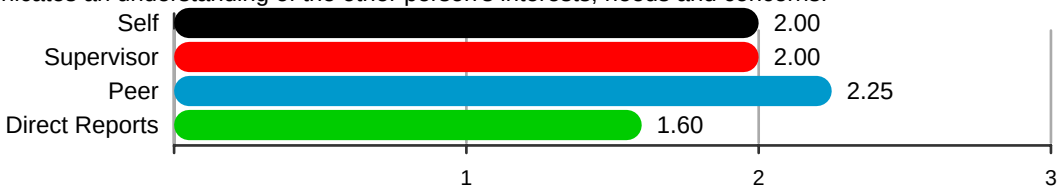
Scores on Each Item:

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

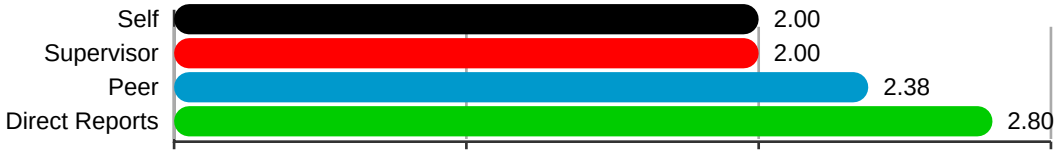
26. Delivers on promises made.



27. Communicates an understanding of the other person's interests, needs and concerns.



28. Builds and maintains the trust of others.



29. Consistently keeps commitments.



30. Demonstrates congruence between statements and actions.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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
26. Delivers on promises made.	15	2.20	33.3	13%	53%	33%
27. Communicates an understanding of the other person's interests, needs and concerns.	15	2.00	26.7	27%	47%	27%
28. Builds and maintains the trust of others.	15	2.47	53.3	7%	40%	53%
29. Consistently keeps commitments.	15	2.60	60.0		40%	60%
30. Demonstrates congruence between statements and actions.	15	1.80	13.3	33%	53%	13%

Comments:

- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- I honestly cannot think of anything that he could improve on.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- I feel _____ always has the customer's best interest at heart.
- _____ has my back and breaks down the barriers when I let him know that need his support.

Developing Others

Definition:

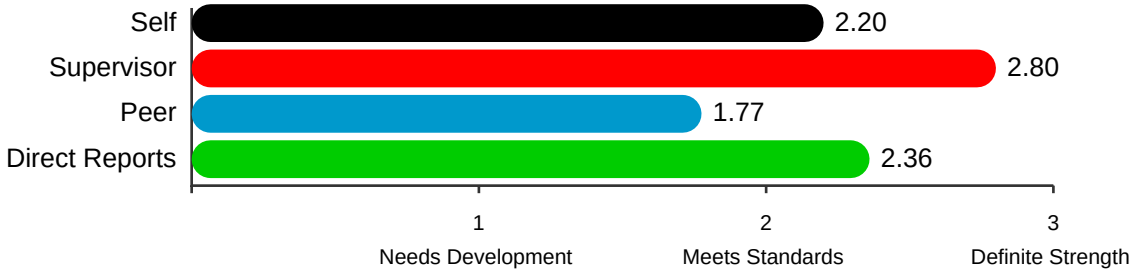
Training and developing members of the team/department.

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.



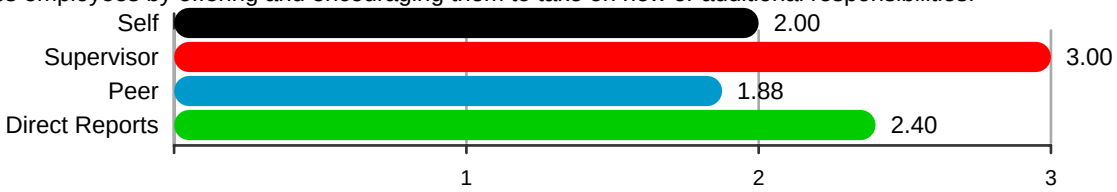
Scores on Each Item:

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

31. Provides constructive feedback to others.



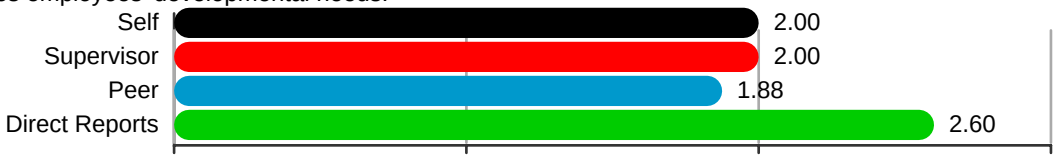
32. Develops employees by offering and encouraging them to take on new or additional responsibilities.



33. Sets performance objectives for subordinates that encourages development opportunities.



34. Assesses employees' developmental needs.



35. Creates a work environment that fosters positive feedback to employees.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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
31. Provides constructive feedback to others.	15	2.13	33.3	20%	47%	33%
32. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	2.13	33.3	20%	47%	33%
33. Sets performance objectives for subordinates that encourages development opportunities.	15	2.07	33.3	27%	40%	33%
34. Assesses employees' developmental needs.	15	2.13	26.7	13%	60%	27%
35. Creates a work environment that fosters positive feedback to employees.	15	1.87	20.0	33%	47%	20%

Comments:

- He is a great teammate!
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- _____ exemplifies all of these qualities.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.

Professional Development

Definition:

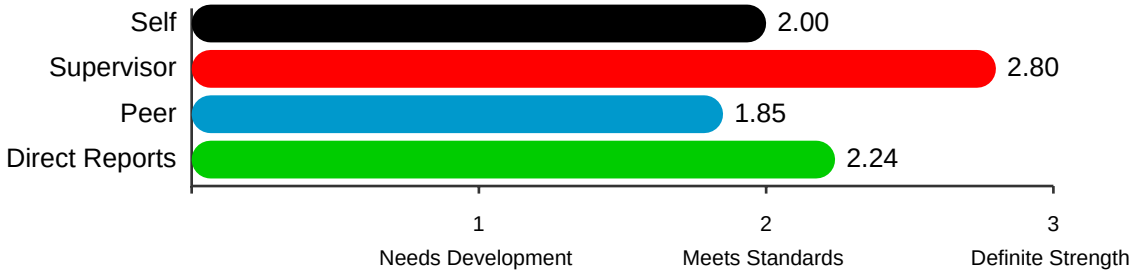
Improvement through specialized training and participating in advanced professional courses.

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.



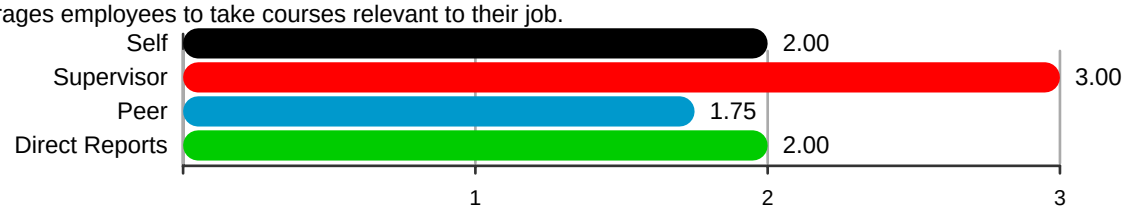
Scores on Each Item:

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

36. Seeks opportunities for continuous learning.



37. Encourages employees to take courses relevant to their job.



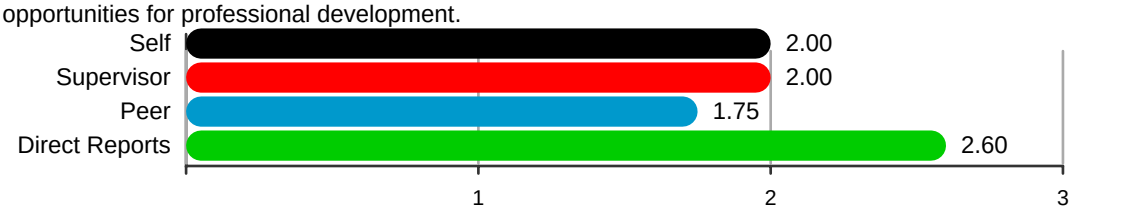
38. Keep themselves up-to-date of technical/professional issues



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



40. Seeks opportunities for professional development.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. Seeks opportunities for continuous learning.	15	1.87	20.0	33%	47%	20%
37. Encourages employees to take courses relevant to their job.	15	1.93	13.3	20%	67%	13%
38. Keep themselves up-to-date of technical/professional issues	15	2.07	33.3	27%	40%	33%
39. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	33.3		67%	33%
40. Seeks opportunities for professional development.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidence to develope and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- With Process improvement & porfessional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- He is an excellent Manager!

- Is viewed by many as a strong organizational resource.

Performance

Definition:

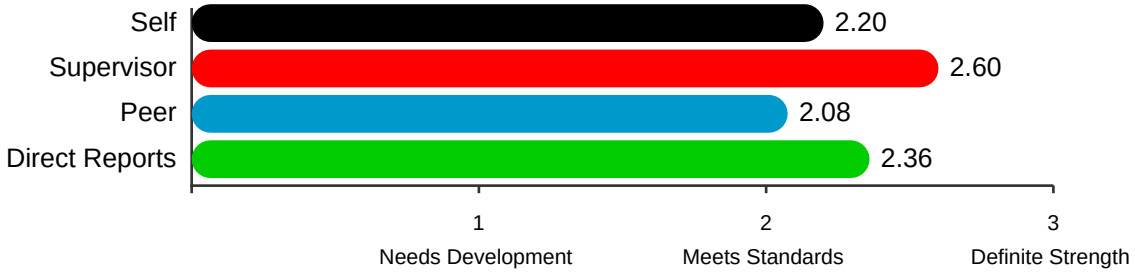
Maintains high level of performance.

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.



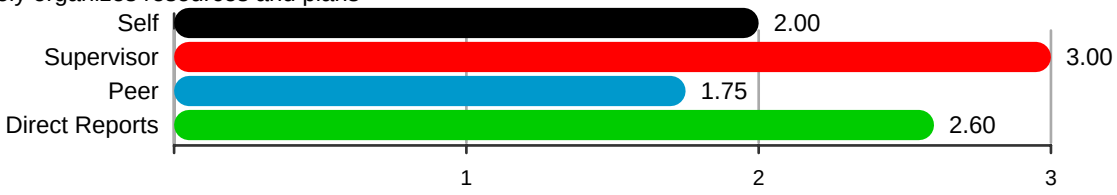
Scores on Each Item:

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

41. Sets a high standard for job performance.



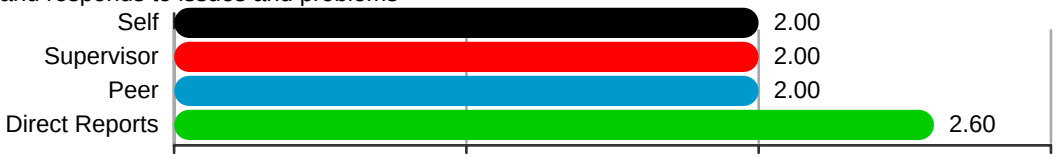
42. Effectively organizes resources and plans



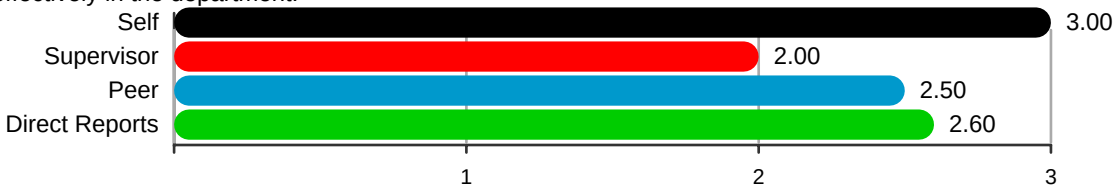
43. ...Overall Performance



44. Listens and responds to issues and problems



45. Works effectively in the department.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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. Sets a high standard for job performance.	15	2.00	26.7	27%	47%	27%
42. Effectively organizes resources and plans	15	2.13	33.3	20%	47%	33%
43. ...Overall Performance	15	2.20	40.0	20%	40%	40%
44. Listens and responds to issues and problems	15	2.20	26.7	7%	67%	27%
45. Works effectively in the department.	15	2.53	60.0	7%	33%	60%

Comments:

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- He correctly sets limits, and expectations of his managers.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- _____ 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 ogranization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- _____ delegates very effectively.

Teamwork

Definition:

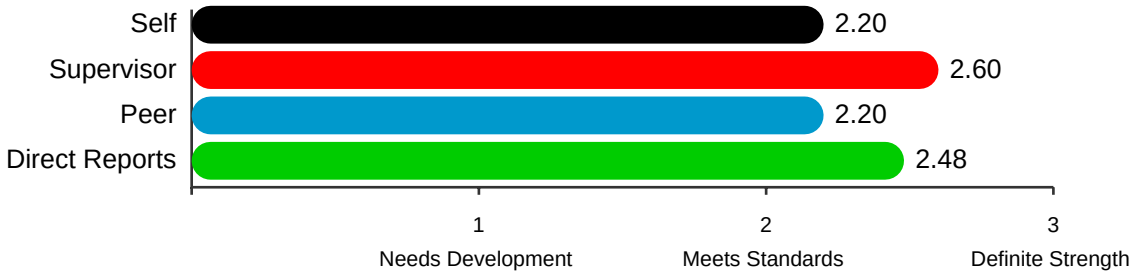
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

Why this is Important:

Teamwork skills are crucial for businesses because they enable a group of individuals to communicate and work well collaboratively towards a common goal. Teamwork skills contribute to a business's success by enabling employees to achieve more, overcome obstacles, and drive the company towards its goals.

Summary Scores:

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



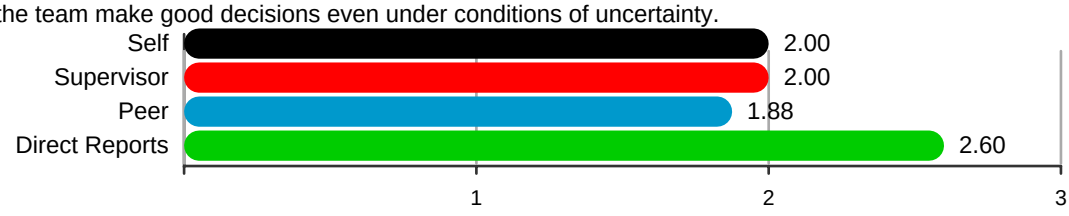
Scores on Each Item:

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

46. Works cooperatively with others to solve problems.



47. Helps the team make good decisions even under conditions of uncertainty.



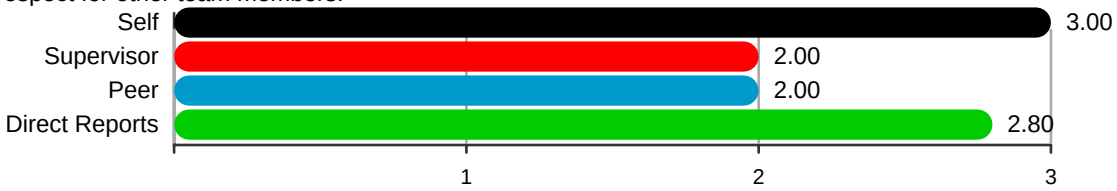
48. Facilitates good rapport between team members.



49. Works with other team members to identify bottle necks in the production process.



50. Shows respect for other team members.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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
46. Works cooperatively with others to solve problems.	15	2.27	26.7		73%	27%
47. Helps the team make good decisions even under conditions of uncertainty.	15	2.13	26.7	13%	60%	27%
48. Facilitates good rapport between team members.	15	2.40	40.0		60%	40%
49. Works with other team members to identify bottle necks in the production process.	15	2.47	46.7		53%	47%
50. Shows respect for other team members.	15	2.33	46.7	13%	40%	47%

Comments:

- He is continually looking for ways to improve our service to our customers.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- He is a great teammate.
- _____ has also come down to help our department when we have been very busy and needed help.
- 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 collegues 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.
- He has established credibility and trust with all the directors and managers.

Adaptability

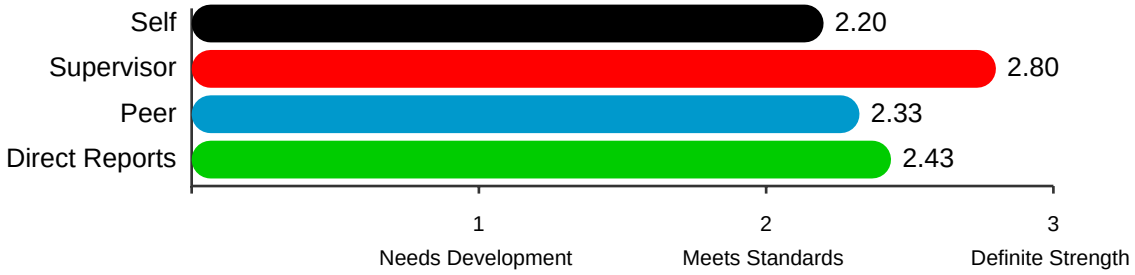
Definition:

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

Why this is Important:

Summary Scores:

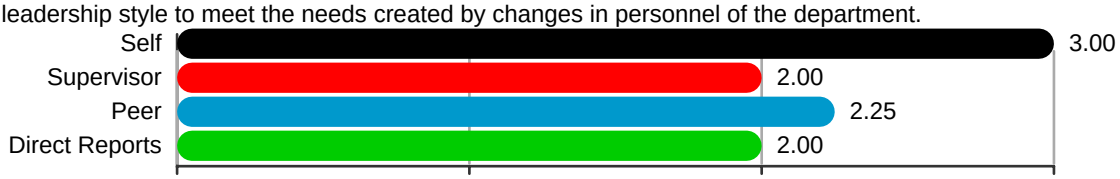
The summary scores shown here are an average of each of the items in this competency.



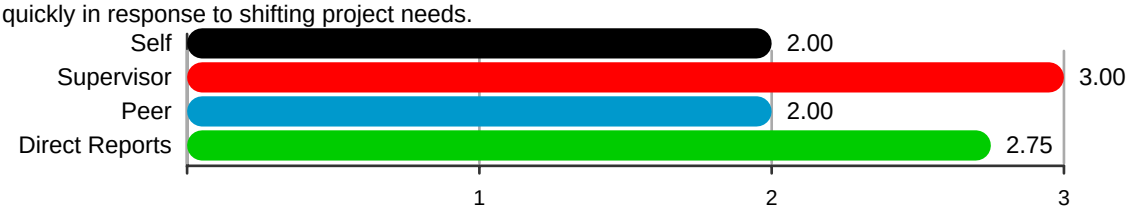
Scores on Each Item:

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

51. Adapts leadership style to meet the needs created by changes in personnel of the department.



52. Pivots quickly in response to shifting project needs.



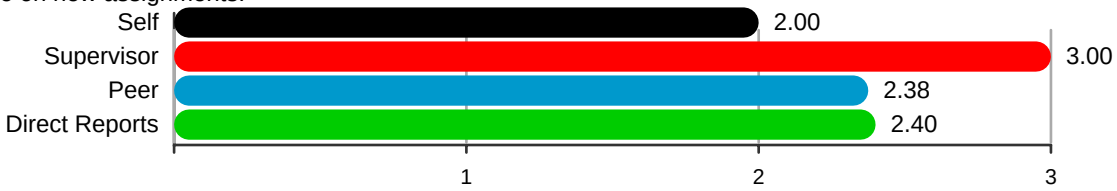
53. Adjusts tactics when things are not working as expected.



54. Is open to new ideas and innovations.



55. Can take on new assignments.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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. Adapts leadership style to meet the needs created by changes in personnel of the department.	14	2.21	28.6	7%	64%	29%
52. Pivots quickly in response to shifting project needs.	14	2.29	42.9	14%	43%	43%
53. Adjusts tactics when things are not working as expected.	15	2.53	53.3		47%	53%
54. Is open to new ideas and innovations.	15	2.47	46.7		53%	47%
55. Can take on new assignments.	15	2.40	40.0		60%	40%

Comments:

- He communicates well to all staff and we know what is expected of us.
- He has a vast storehouse of knowledge about the facility and our policies.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- Uses his people skills to change negative situations into positive.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

Action

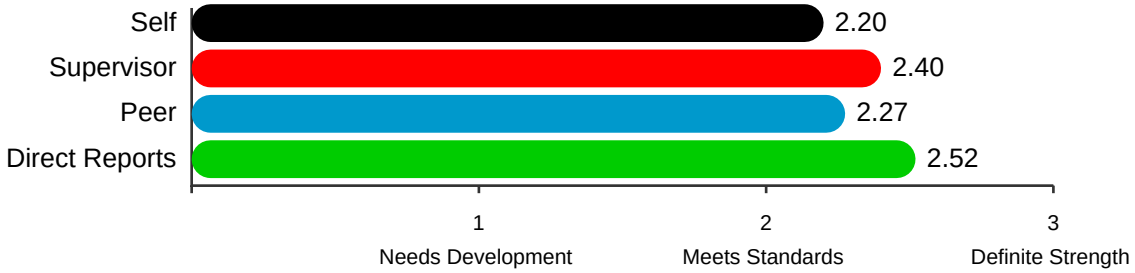
Definition:

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency and innovation.

Why this is Important:

Summary Scores:

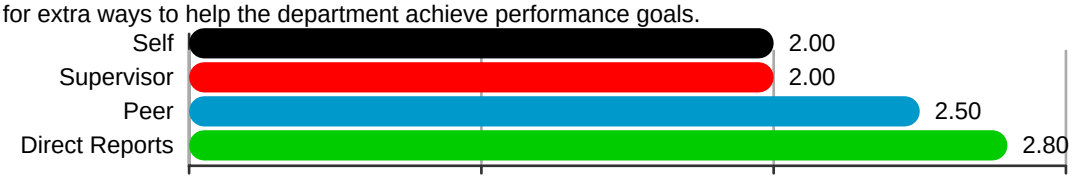
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

56. Looks for extra ways to help the department achieve performance goals.



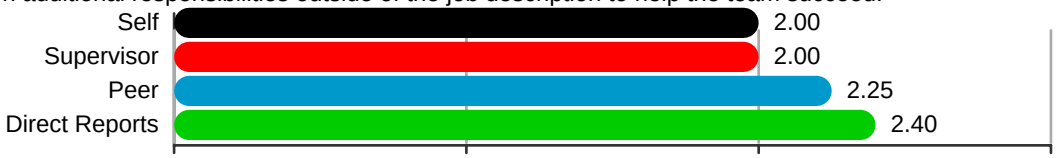
57. Displays high energy and enthusiasm on consistent basis.



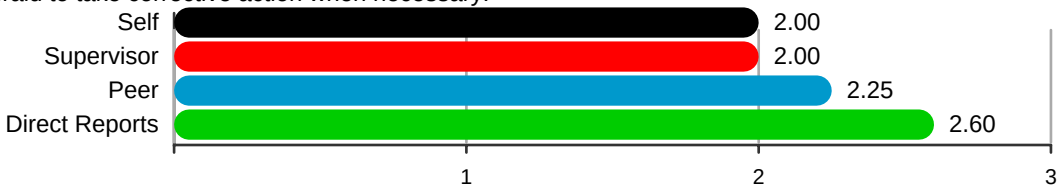
58. Works quickly to get the job done.



59. Takes on additional responsibilities outside of the job description to help the team succeed.



60. Is not afraid to take corrective action when necessary.



Level of Skill

The table below shows the responses in a graphic form where the percentage [illegible] 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
56. Looks for extra ways to help the department achieve performance goals.	15	2.53	53.3	47%		53%
57. Displays high energy and enthusiasm on consistent basis.	15	2.33	33.3	67%		33%
58. Works quickly to get the job done.	15	2.33	33.3	67%		33%
59. Takes on additional responsibilities outside of the job description to help the team succeed.	15	2.27	26.7	73%		27%
60. Is not afraid to take corrective action when necessary.	15	2.33	33.3	67%		33%

Comments:

- Confidence, Attitude, Desire to learn.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- Be being better organized. It would help with prioritizing.