



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

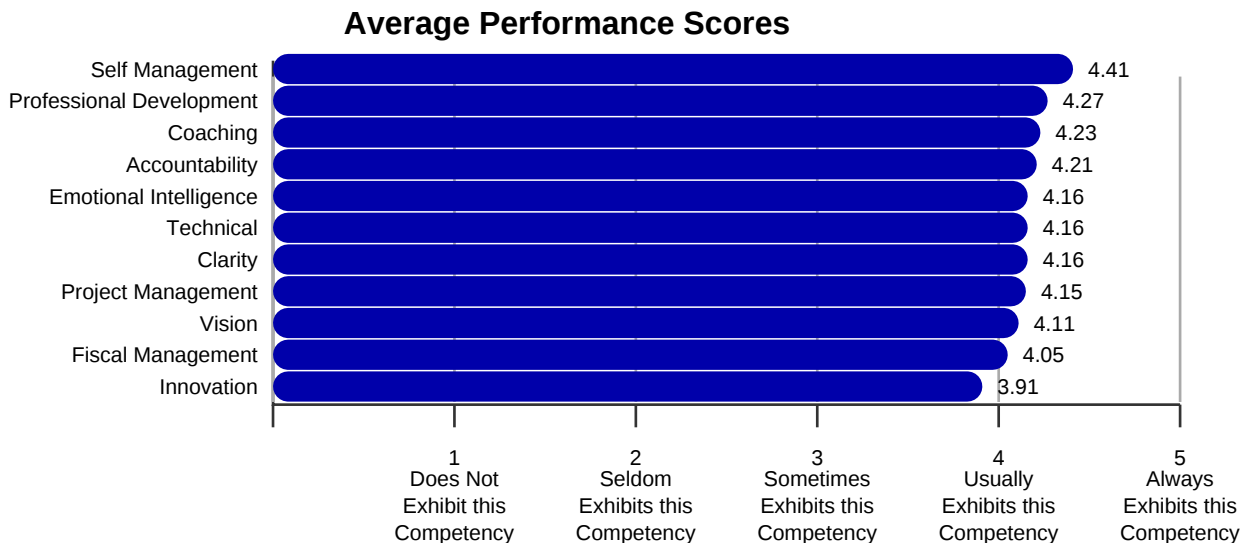
## What to Do with Your Feedback

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.



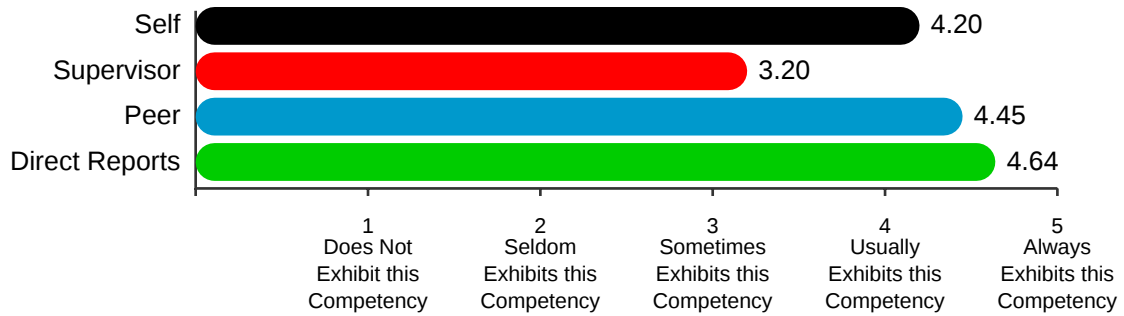
## Gap Analysis

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.



# Self Management

## Summary Scores



### 1. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



### 2. Analyzes interpersonal problems instead of reacting to them.



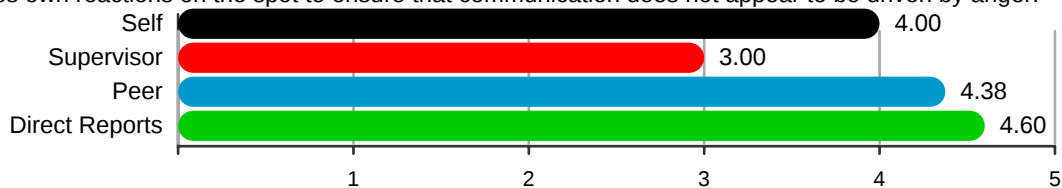
### 3. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



### 4. Uses patience and self-control in working with customers and associates.



### 5. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

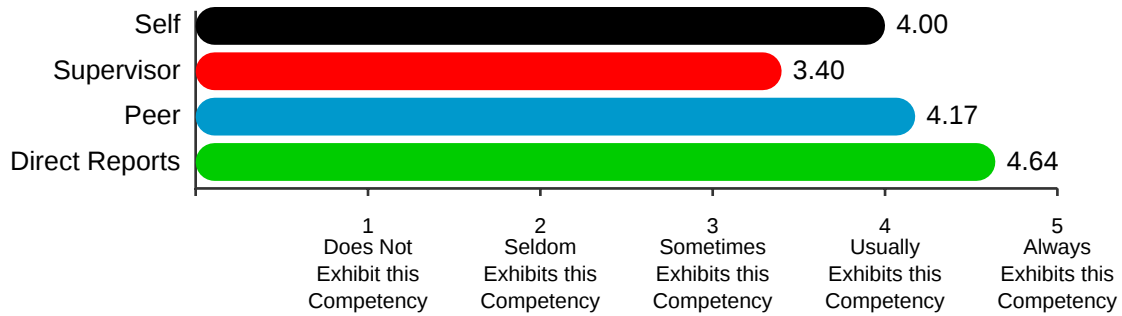
| Item                                                                                                      | n  | Avg  | LOA   | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|-----------------------------------------------------------------------------------------------------------|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 1. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.   | 15 | 4.20 | 93.3  | 7%                               |                                 | 67%                                |                                  | 27%                             |
| 2. Analyzes interpersonal problems instead of reacting to them.                                           | 15 | 4.87 | 100.0 | 13%                              |                                 | 87%                                |                                  |                                 |
| 3. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.    | 15 | 4.27 | 93.3  | 7%                               |                                 | 60%                                |                                  | 33%                             |
| 4. Uses patience and self-control in working with customers and associates.                               | 15 | 4.40 | 86.7  | 13%                              | 33%                             |                                    | 53%                              |                                 |
| 5. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger. | 15 | 4.33 | 93.3  | 7%                               |                                 | 53%                                |                                  | 40%                             |

### Comments:

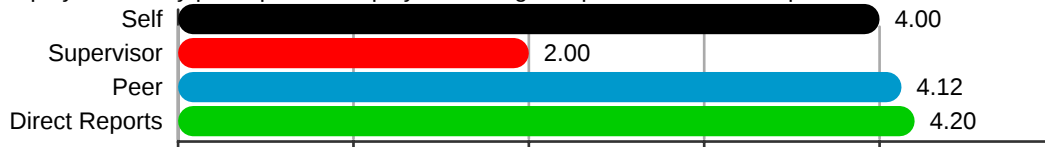
- Communicate regularly with the whole company, not just one department.
- She is quick to remind others, when needed why we are really here.
- \_\_\_ is a very solid manager who meets or exceeds expectations of her role.
- Over the past year I've noticed that \_\_\_ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- I admire \_\_\_ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- 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.

# Professional Development

## Summary Scores



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



### 7. Quickly acquire and apply new knowledge and skills when needed



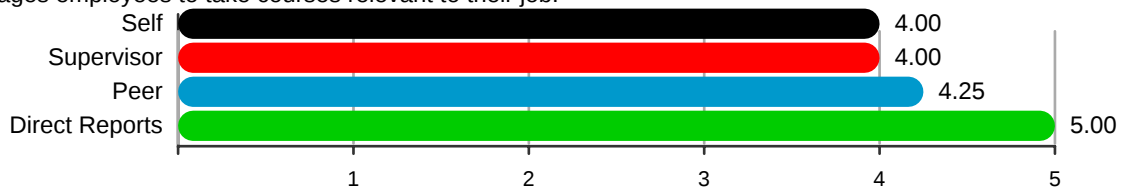
### 8. Contributing fully to the extent of their skills



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



### 10. Encourages employees to take courses relevant to their job.



## Level of Skill

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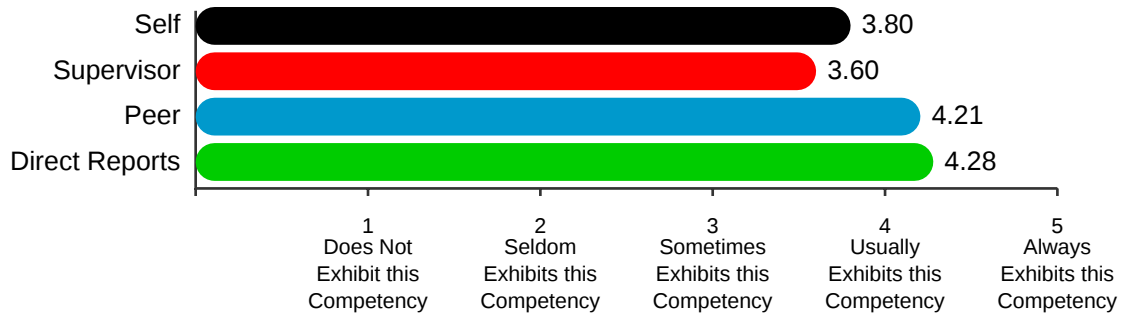
| Item                                                                                        | n  | Avg  | LOA  | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|---------------------------------------------------------------------------------------------|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 6. Allows employees to fully participate in employee training and professional development. | 15 | 4.00 | 80.0 | 7%                               | 13%                             | 53%                                | 27%                              |                                 |
| 7. Quickly acquire and apply new knowledge and skills when needed                           | 15 | 4.07 | 80.0 | 20%                              | 53%                             | 27%                                |                                  |                                 |
| 8. Contributing fully to the extent of their skills                                         | 15 | 4.33 | 93.3 | 7%                               | 47%                             | 47%                                |                                  |                                 |
| 9. Keep themselves up-to-date of technical/professional issues                              | 15 | 4.47 | 93.3 | 7%                               | 40%                             | 53%                                |                                  |                                 |
| 10. Encourages employees to take courses relevant to their job.                             | 15 | 4.47 | 93.3 | 7%                               | 40%                             | 53%                                |                                  |                                 |

### Comments:

- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- \_\_\_ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- \_\_\_ is by far a leader in the service area.
- \_\_\_ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- \_\_\_ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_ and get an honest response.

# Emotional Intelligence

## Summary Scores



### 11. Able to understand others' points of view.



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



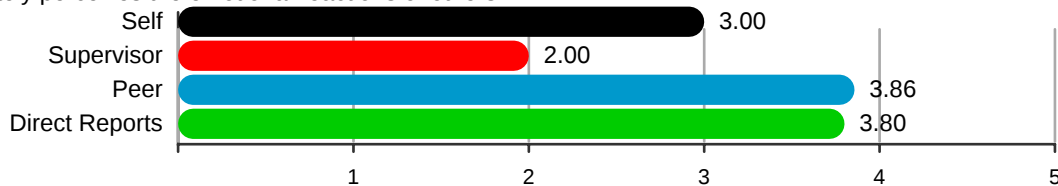
### 13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



### 14. Is able to express themselves clearly.



### 15. Accurately perceives the emotional reactions of others.



## Level of Skill

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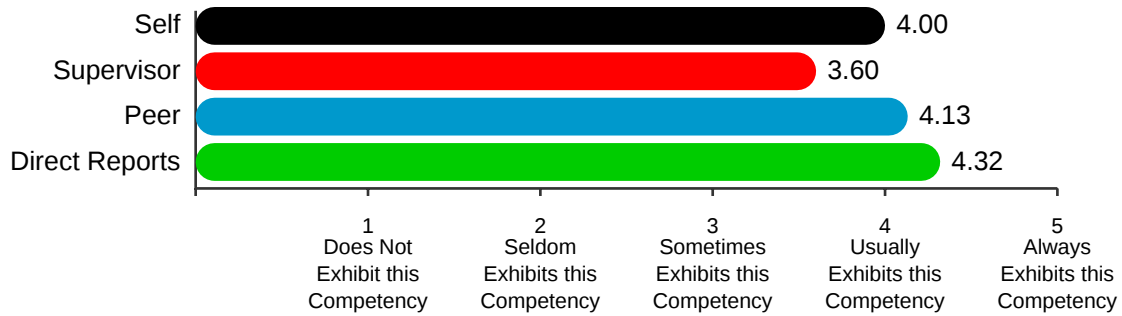
| Item                                                                                                | n  | Avg  | LOA   | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|-----------------------------------------------------------------------------------------------------|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 11. Able to understand others' points of view.                                                      | 15 | 4.60 | 100.0 | 40%                              |                                 | 60%                                |                                  |                                 |
| 12. Is attentive to emotional cues and interprets others' feelings correctly.                       | 15 | 4.27 | 100.0 | 73%                              |                                 |                                    |                                  | 27%                             |
| 13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems. | 15 | 4.33 | 100.0 | 67%                              |                                 |                                    | 33%                              |                                 |
| 14. Is able to express themselves clearly.                                                          | 15 | 3.93 | 73.3  | 27%                              | 53%                             |                                    |                                  | 20%                             |
| 15. Accurately perceives the emotional reactions of others.                                         | 14 | 3.64 | 57.1  | 14%                              | 29%                             | 36%                                |                                  | 21%                             |

### Comments:

- \_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I do see \_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- Constantly working on improving the customer experience.
- She is the only manager in the department to help us when we are short.
- Confidence, Attitude, Desire to learn.

# Project Management

## Summary Scores



### 16. Determines the project strategy for implementation.



### 17. Interacts with stakeholders regarding the outcomes required by the project.



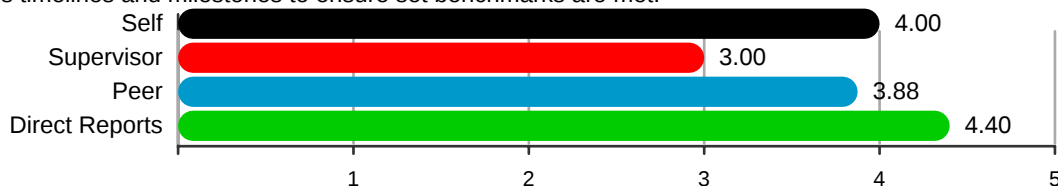
### 18. Creates a vision for execution of the project to ensure coordination across all teams.



### 19. Understands the financial, strategic, resources, staffing, timeline and market risks that may impact the project.



### 20. Monitors timelines and milestones to ensure set benchmarks are met.



## Level of Skill

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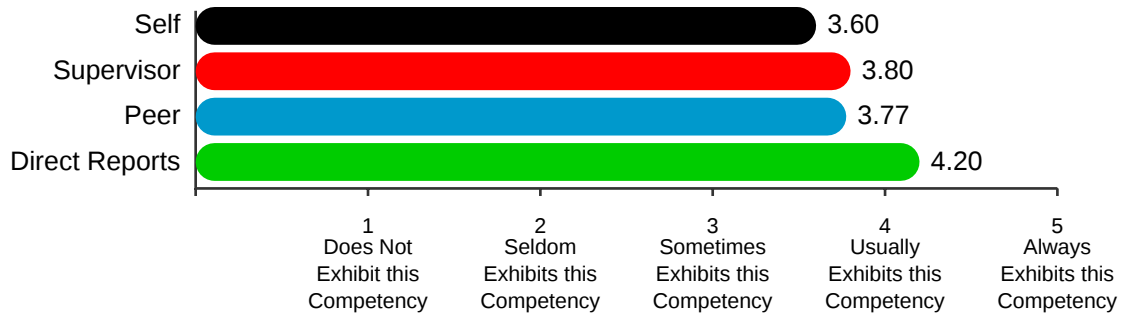
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|-----------------------------------------------------------------------------------------------------------------------|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 16. Determines the project strategy for implementation.                                                               | 15 | 4.33 | 86.7 | 13%                              |                                 | 40%                                | 47%                              |                                 |
| 17. Interacts with stakeholders regarding the outcomes required by the project.                                       | 15 | 4.27 | 93.3 | 7%                               |                                 | 60%                                | 33%                              |                                 |
| 18. Creates a vision for execution of the project to ensure coordination across all teams.                            | 14 | 4.00 | 92.9 | 7%                               |                                 | 86%                                |                                  | 7%                              |
| 19. Understands the financial, strategic, resources, staffing, timeline and market risks that may impact the project. | 14 | 4.14 | 85.7 | 7%                               | 7%                              | 50%                                | 36%                              |                                 |
| 20. Monitors timelines and milestones to ensure set benchmarks are met.                                               | 15 | 4.00 | 66.7 | 7%                               | 27%                             | 27%                                | 40%                              |                                 |

### Comments:

- She sets her expectations high, and delivers a high level of performance herself.
- She is friendly, courteous, and kind all while being very professional.
- \_\_\_ has made good judgements in hiring top notch employees.
- \_\_\_ always remembers the customer is at the center of what we do.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She is very knowledgeable and is always willing to lend a helping hand!

# Innovation

## Summary Scores



### 21. Empowers employees to create innovative solutions to problems.



### 22. Modifies innovative initiatives to capitalize on strengths and mitigate potential risks.



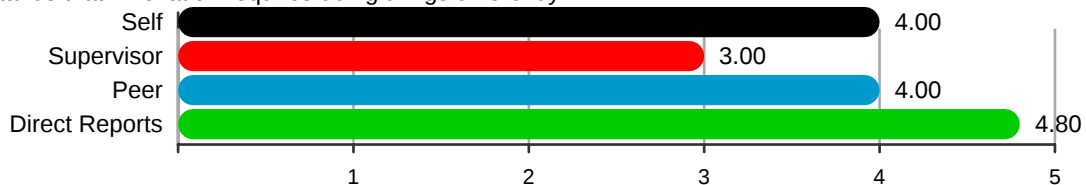
### 23. Fosters a creative and dynamic work environment where employees feel empowered to contribute to the company's growth and success.



### 24. Ensures that employees feel safe to take risks and experiment without the fear of failure or retribution.



### 25. Understands that innovation requires doing things differently.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

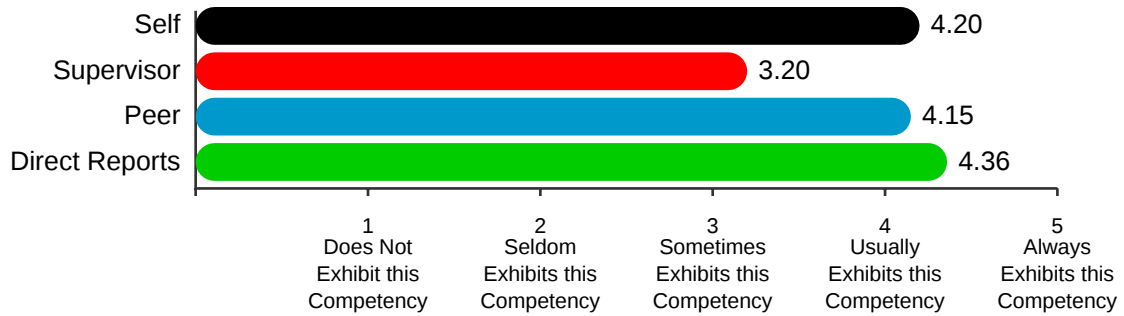
| Item                                                                                                                                  | n  | Avg  | LOA  | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|---------------------------------------------------------------------------------------------------------------------------------------|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 21. Empowers employees to create innovative solutions to problems.                                                                    | 15 | 4.00 | 66.7 | 13%                              | 20%                             | 20%                                | 47%                              |                                 |
| 22. Modifies innovative initiatives to capitalize on strengths and mitigate potential risks.                                          | 15 | 3.47 | 53.3 | 13%                              | 33%                             |                                    | 47%                              | 7%                              |
| 23. Fosters a creative and dynamic work environment where employees feel empowered to contribute to the company's growth and success. | 15 | 3.60 | 66.7 | 13%                              | 20%                             |                                    | 60%                              | 7%                              |
| 24. Ensures that employees feel safe to take risks and experiment without the fear of failure or retribution.                         | 15 | 4.27 | 86.7 | 7%                               | 7%                              | 40%                                | 47%                              |                                 |
| 25. Understands that innovation requires doing things differently.                                                                    | 15 | 4.20 | 80.0 | 7%                               | 13%                             | 33%                                | 47%                              |                                 |

### Comments:

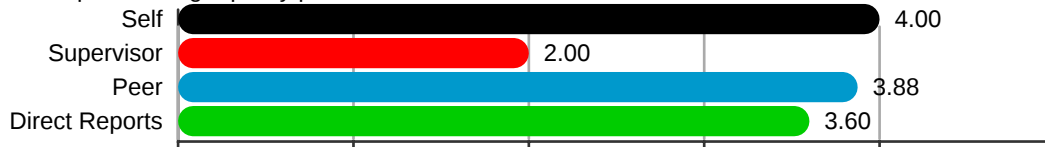
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- She makes me feel like an important and valued team member.
- \_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Improvement should come over time. There is potential which is present.
- \_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.

# Technical

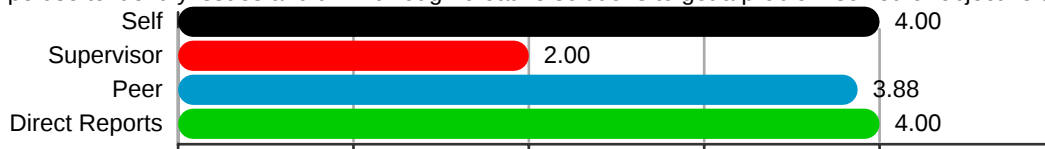
## Summary Scores



### 26. Knows how to produce high quality products/work.



### 27. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



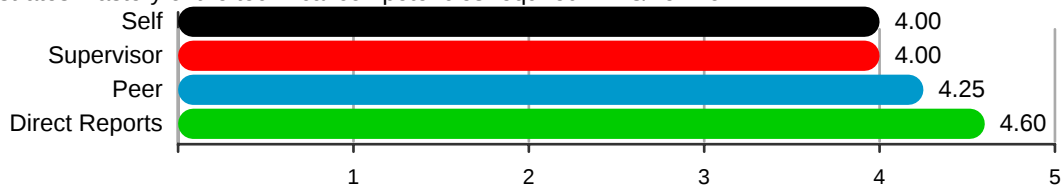
### 28. Willingly shares his/her technical expertise; sought out as resource by others



### 29. Is knowledgeable of procedures or systems necessary for the job.



### 30. Demonstrates mastery of the technical competencies required in his/her work.



## Level of Skill

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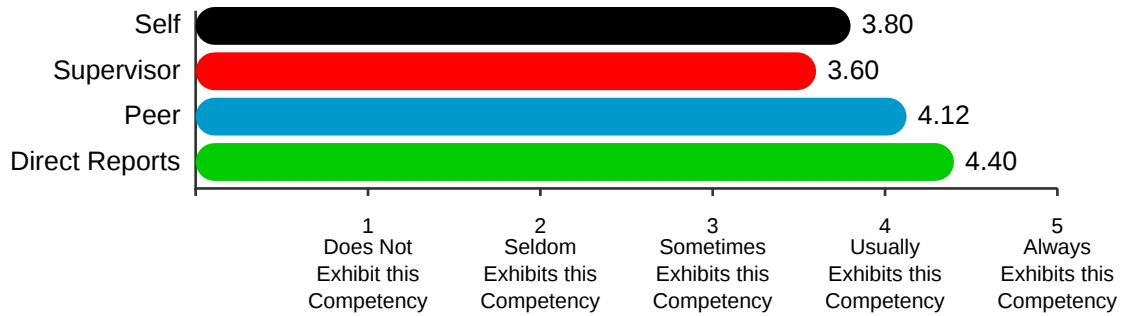
| Item                                                                                                                          | n  | Avg  | LOA   | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|-------------------------------------------------------------------------------------------------------------------------------|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 26. Knows how to produce high quality products/work.                                                                          | 15 | 3.67 | 66.7  | 20%                              | 13%                             | 47%                                | 20%                              |                                 |
| 27. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished. | 15 | 3.80 | 73.3  | 20%                              | 7%                              | 47%                                | 27%                              |                                 |
| 28. Willingly shares his/her technical expertise; sought out as resource by others                                            | 15 | 4.33 | 86.7  | 13%                              | 40%                             | 47%                                |                                  |                                 |
| 29. Is knowledgeable of procedures or systems necessary for the job.                                                          | 15 | 4.67 | 100.0 | 33%                              | 67%                             |                                    |                                  |                                 |
| 30. Demonstrates mastery of the technical competencies required in his/her work.                                              | 15 | 4.33 | 100.0 | 67%                              | 33%                             |                                    |                                  |                                 |

### Comments:

- \_\_\_ is an extremely competent leader and I am enjoying learning by her example.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_ listens to her staff and delegates responsibilities as appropriate.
- \_\_\_ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.

## Clarity

### Summary Scores



### 31. Makes sure goals and objectives are clearly and thoroughly explained and understood.



### 32. Adjusts communication methods to the needs of the audience.



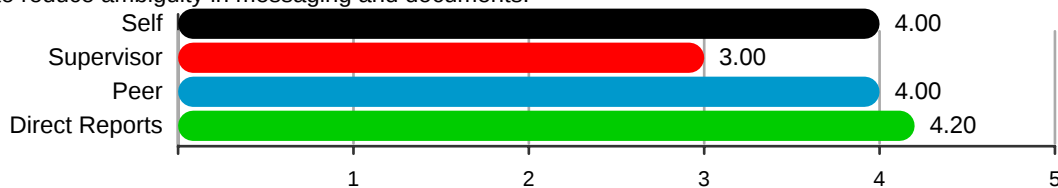
### 33. Maintains clarity in goals and objectives.



### 34. Communicates ideas and facts clearly and effectively in writing.



### 35. Seeks to reduce ambiguity in messaging and documents.



## Level of Skill

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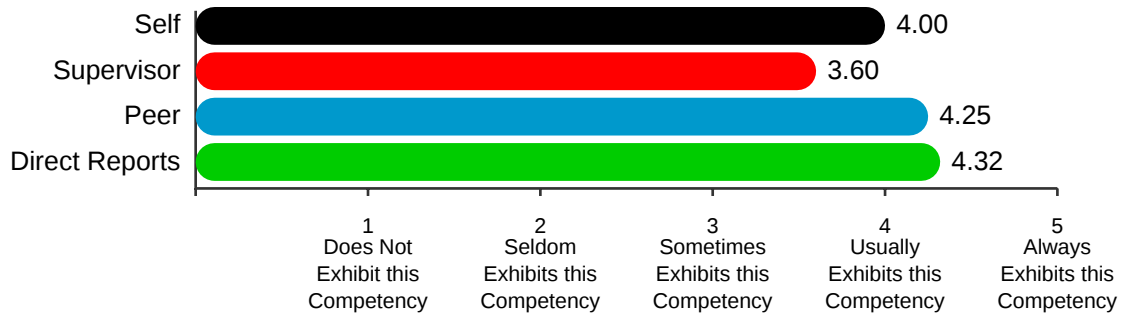
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|------------------------------------------------------------------------------------------|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 31. Makes sure goals and objectives are clearly and thoroughly explained and understood. | 15 | 4.07 | 80.0  | 20%                              |                                 | 53%                                |                                  | 27%                             |
| 32. Adjusts communication methods to the needs of the audience.                          | 15 | 4.47 | 100.0 |                                  |                                 | 53%                                |                                  | 47%                             |
| 33. Maintains clarity in goals and objectives.                                           | 15 | 4.13 | 80.0  | 20%                              |                                 | 47%                                |                                  | 33%                             |
| 34. Communicates ideas and facts clearly and effectively in writing.                     | 15 | 4.13 | 86.7  | 13%                              |                                 | 60%                                |                                  | 27%                             |
| 35. Seeks to reduce ambiguity in messaging and documents.                                | 15 | 4.00 | 80.0  | 20%                              |                                 | 60%                                |                                  | 20%                             |

### Comments:

- \_\_\_ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- Great to have you on the team!
- I think \_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_ took over and I feel \_\_\_ has risen to the occasion and handled herself well.
- I will always welcome \_\_\_'s direct, honest, caring feedback.

# Accountability

## Summary Scores



### 36. Exhibits a sense of ownership of outcomes and results.



### 37. Sets clear expectations for performance.



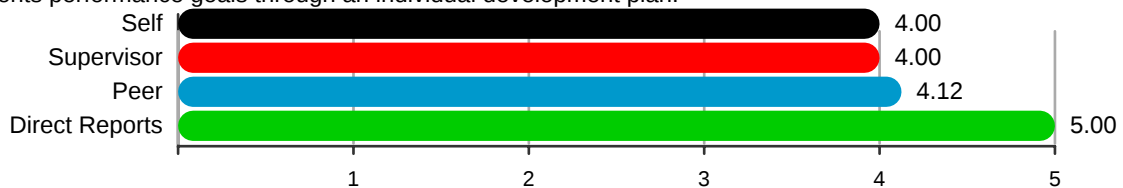
### 38. Takes responsibility for seeing the project through to completion.



### 39. Takes responsibility for errors in the production line.



### 40. Documents performance goals through an individual development plan.



## Level of Skill

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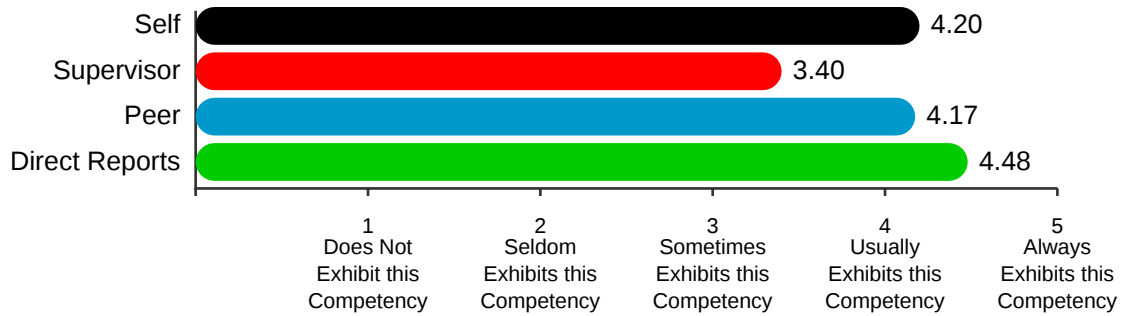
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|-------------------------------------------------------------------------|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 36. Exhibits a sense of ownership of outcomes and results.              | 15 | 4.33 | 100.0 |                                  |                                 | 67%                                |                                  | 33%                             |
| 37. Sets clear expectations for performance.                            | 15 | 3.93 | 80.0  | 13%                              | 7%                              | 53%                                |                                  | 27%                             |
| 38. Takes responsibility for seeing the project through to completion.  | 15 | 4.27 | 86.7  |                                  | 13%                             | 47%                                |                                  | 40%                             |
| 39. Takes responsibility for errors in the production line.             | 15 | 4.13 | 86.7  |                                  | 13%                             | 60%                                |                                  | 27%                             |
| 40. Documents performance goals through an individual development plan. | 15 | 4.40 | 93.3  |                                  | 7%                              | 47%                                |                                  | 47%                             |

### Comments:

- In the area of 'Communication skills' I would like to see \_\_\_ be more direct in her oral delivery.
- Is empathetic, understanding, and dependable.
- Uses her people skills to change negative situations into positive.
- \_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- She lets us develop our own style and inspires us to do our best.
- \_\_\_ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.

# Coaching

## Summary Scores



### 41. Is attentive to the needs of others



### 42. Provides guidance and feedback to help accomplish a task or solve a problem.



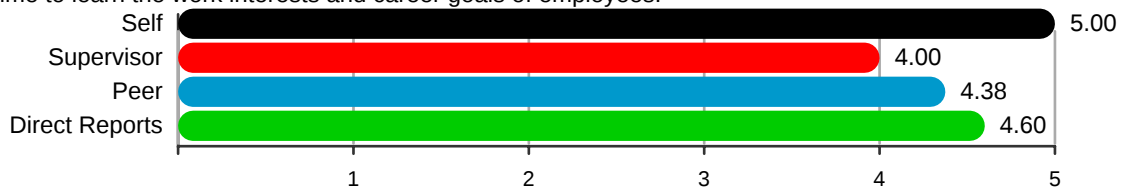
### 43. Listens to ideas and suggestions from others.



### 44. Helps employees achieve high performance.



### 45. Takes time to learn the work interests and career goals of employees.



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

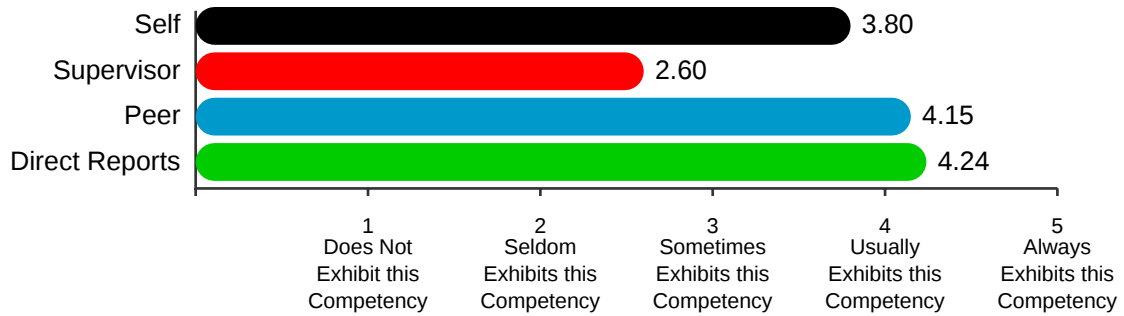
| Item                                                                             | n  | Avg  | LOA  | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|----------------------------------------------------------------------------------|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 41. Is attentive to the needs of others                                          | 15 | 4.33 | 93.3 | 7%                               |                                 | 53%                                |                                  | 40%                             |
| 42. Provides guidance and feedback to help accomplish a task or solve a problem. | 15 | 4.20 | 80.0 | 20%                              |                                 | 40%                                |                                  | 40%                             |
| 43. Listens to ideas and suggestions from others.                                | 15 | 4.13 | 86.7 | 13%                              |                                 | 60%                                |                                  | 27%                             |
| 44. Helps employees achieve high performance.                                    | 15 | 4.00 | 86.7 | 13%                              |                                 | 73%                                |                                  | 13%                             |
| 45. Takes time to learn the work interests and career goals of employees.        | 15 | 4.47 | 93.3 | 7%                               |                                 | 40%                                |                                  | 53%                             |

### Comments:

- \_\_\_ has been a strong leader at [CompanyName] for many years, and she will be missed.
- \_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- \_\_\_ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Very much appreciate \_\_\_'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- \_\_\_ is a good leader because she gives examples through her own behavior.
- The advice and direction I receive from \_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.

# Fiscal Management

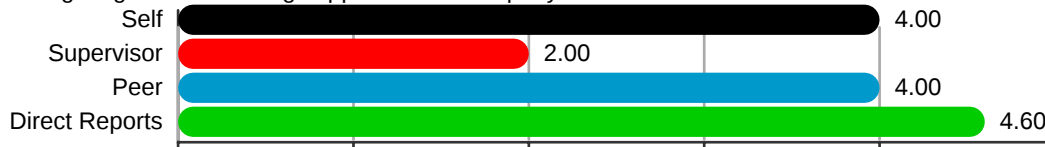
## Summary Scores



### 46. Ensures others follow the correct rules and regulations on fiscal matters.



### 47. Provides budgeting and accounting support to the Company.



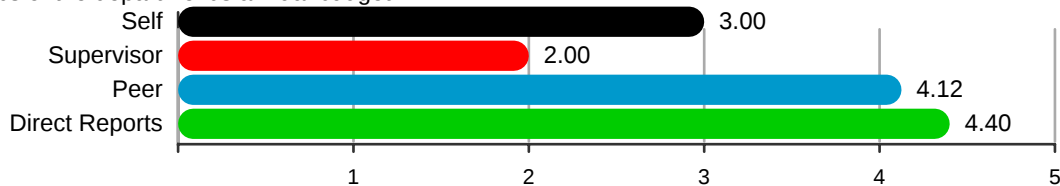
### 48. Effective in using Company's resources.



### 49. Monitors expenses and verifies the need for items purchased.



### 50. Develops of the department's annual budget.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

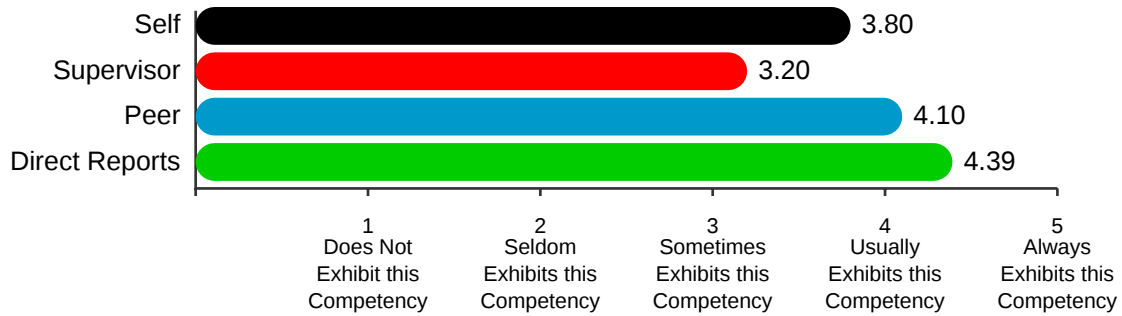
| Item                                                                           | n  | Avg  | LOA  | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|--------------------------------------------------------------------------------|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 46. Ensures others follow the correct rules and regulations on fiscal matters. | 15 | 3.87 | 80.0 | 7%                               | 13%                             | 67%                                | 13%                              |                                 |
| 47. Provides budgeting and accounting support to the Company.                  | 15 | 4.07 | 86.7 | 13%                              | 53%                             | 33%                                |                                  |                                 |
| 48. Effective in using Company's resources.                                    | 15 | 4.13 | 86.7 | 13%                              | 60%                             | 27%                                |                                  |                                 |
| 49. Monitors expenses and verifies the need for items purchased.               | 15 | 4.20 | 86.7 | 7%                               | 7%                              | 47%                                | 40%                              |                                 |
| 50. Develops of the department's annual budget.                                | 15 | 4.00 | 73.3 | 13%                              | 13%                             | 33%                                | 40%                              |                                 |

### Comments:

- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Her years of experience and wisdom are generously shared and appreciated.
- \_\_\_ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- \_\_\_ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.

# Vision

## Summary Scores



### 51. Devoted to carrying out the strategic vision.



### 52. Invites employees to co-create strategies that bring the vision to life, fostering shared ownership.



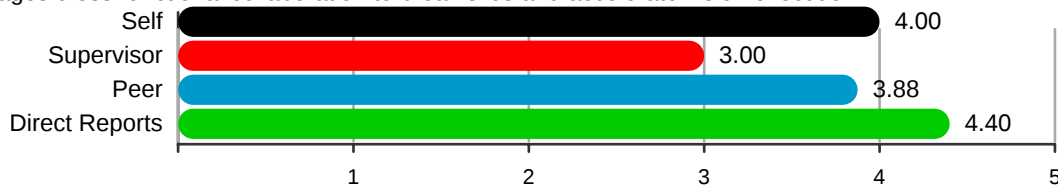
### 53. Models a strategic vision based on insights gained from in depth investigations into the performance of the company.



### 54. Creates a common vision for others.



### 55. Encourages cross-functional collaboration to break silos and accelerate vision execution.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

| Item                                                                                                                     | n  | Avg  | LOA  | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|--------------------------------------------------------------------------------------------------------------------------|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 51. Devoted to carrying out the strategic vision.                                                                        | 14 | 4.14 | 92.9 | 7%                               |                                 | 71%                                |                                  | 21%                             |
| 52. Invites employees to co-create strategies that bring the vision to life, fostering shared ownership.                 | 14 | 4.21 | 85.7 | 14%                              |                                 | 50%                                |                                  | 36%                             |
| 53. Models a strategic vision based on insights gained from in depth investigations into the performance of the company. | 15 | 4.13 | 80.0 | 20%                              |                                 | 47%                                |                                  | 33%                             |
| 54. Creates a common vision for others.                                                                                  | 15 | 4.07 | 80.0 | 20%                              |                                 | 53%                                |                                  | 27%                             |
| 55. Encourages cross-functional collaboration to break silos and accelerate vision execution.                            | 15 | 4.00 | 80.0 | 20%                              |                                 | 60%                                |                                  | 20%                             |

### Comments:

- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- \_\_\_'s priority is our customers and community.
- \_\_\_, more than anyone, takes what she's learned with Core Competencies and implements them.
- \_\_\_ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and \_\_\_ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- I sit back and listen to \_\_\_'s approach and communication skills and love to glean things from her.
- She is very customer focused and this reflects in her division leadership and performance.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- Is a fantastic source of feedback and growth development.
- \_\_\_ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- \_\_\_'s job performance exceeds all the elements.

### What do you like best about working with this individual?

- She desires to do great work.
- \_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- 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.
- \_\_\_ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- Employees were not encouraged to do anything besides come to work.

### What do you like least about working with this individual?

- \_\_\_ is a strong leader and continues to grow in her role. \_\_\_ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that \_\_\_ does especially well and seems to do with ease are bulleted below.
- I can not say enough good things about \_\_\_.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- I believe \_\_\_ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.

### What do you see as this person's most important leadership-related strengths?

- \_\_\_ is the absolute definition of team player.
- I do not have knowledge of \_\_\_'s own department and how she hires, assigns, or fits with her team.
- \_\_\_ is very process oriented. She has streamlined/improved several processes in the lab.
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.
- \_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- \_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_ to stand her ground and take care of her employees / department.

### What do you see as this person's most important leadership-related areas for improvement?

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- She often involves her team in decision making and to determine how to achieve outcomes.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- \_\_\_ always remembers the customer is at the center of what we do.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

### Any final comments?

- \_\_\_ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.
- \_\_\_ 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.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Manager is always interested in our views, and continually works at implementing our suggestions.