



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.

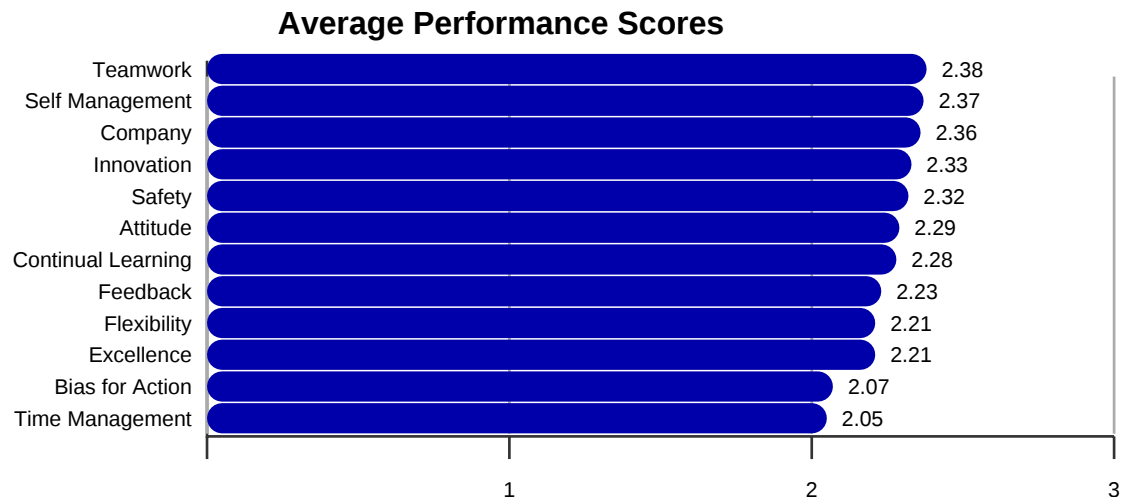
What to Do with Your Feedback

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.



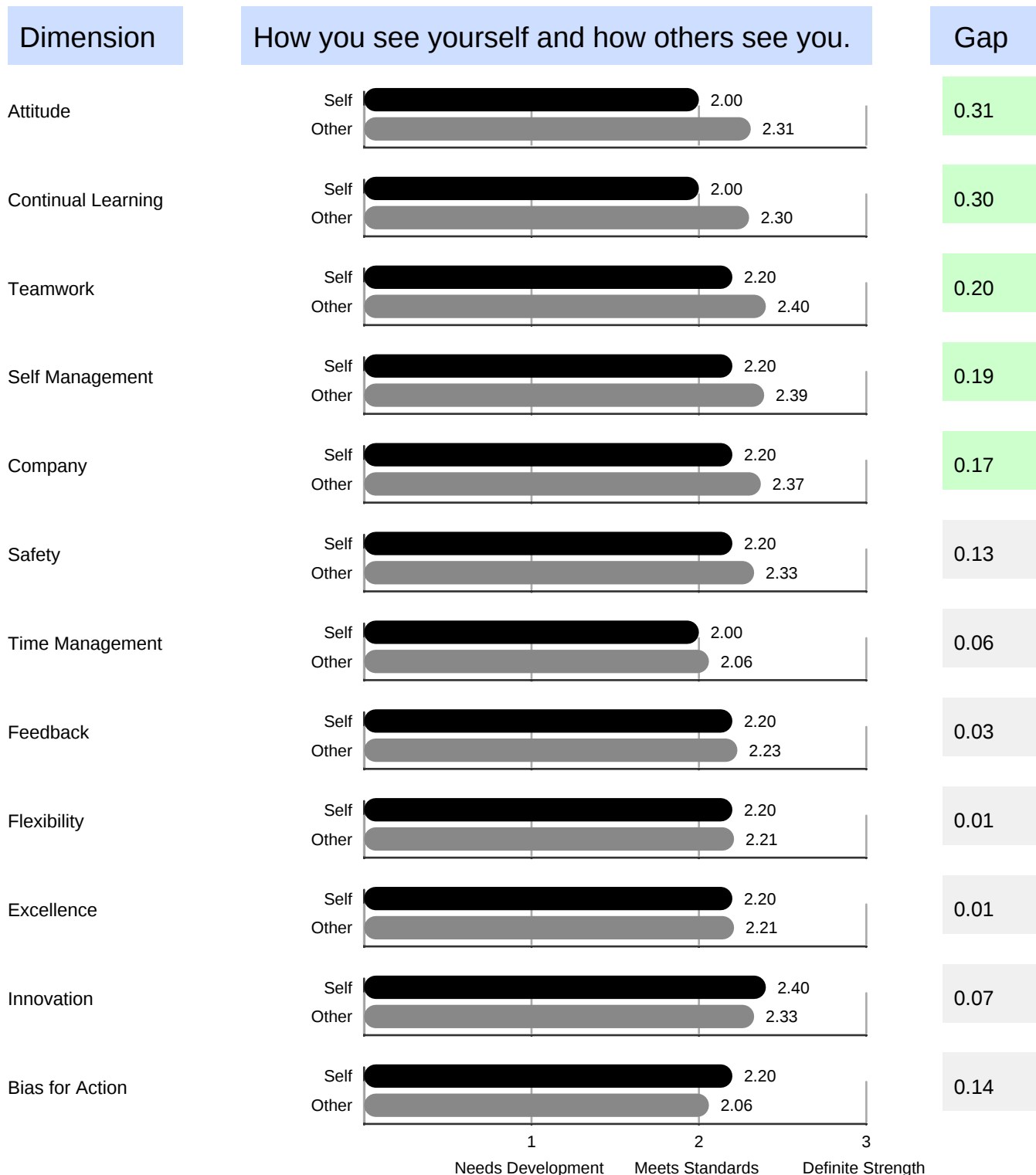
Needs Development

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.



Self Management

Definition:

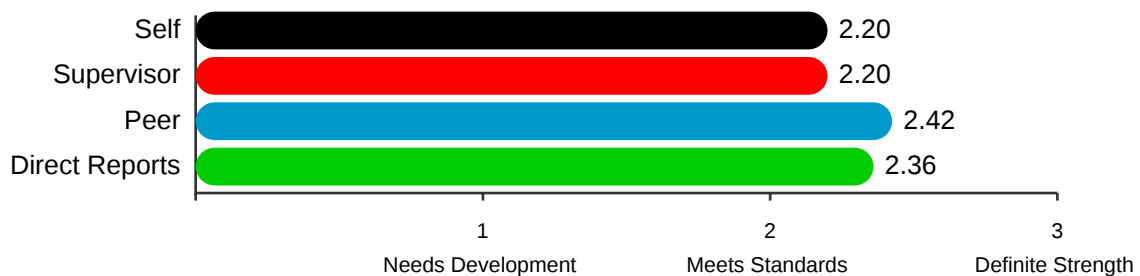
Manages own responses to feelings and actions. Uses introspection and self-evaluation to improve their own performance.

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.

1. You consciously control own negative emotions in order to keep team morale up.



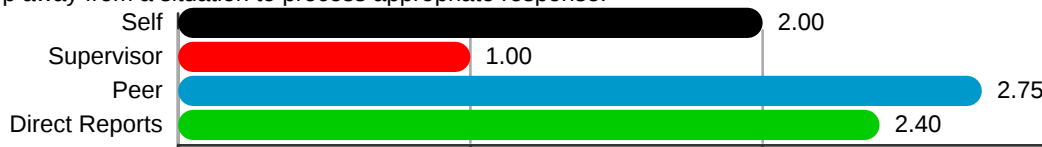
2. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



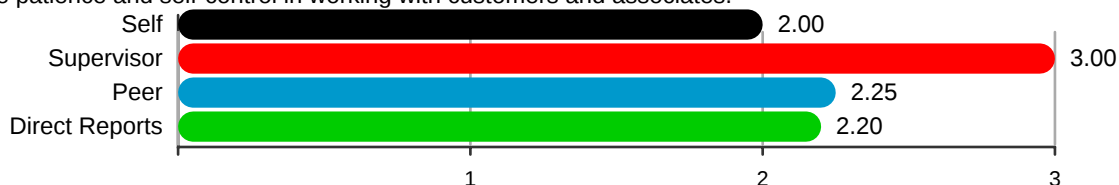
3. You do not allow own emotions to interfere with the performance of others.



4. You step away from a situation to process appropriate response.



5. You use patience and self-control in working with customers and associates.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
1. You consciously control own negative emotions in order to keep team morale up.	15	2.27	33.3	7%	60%	33%
2. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.53	73.3	20%	7%	73%
3. You do not allow own emotions to interfere with the performance of others.	15	2.33	40.0	7%	53%	40%
4. You step away from a situation to process appropriate response.	15	2.47	53.3	7%	40%	53%
5. You use patience and self-control in working with customers and associates.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ exemplifies outstanding professionalism.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- He could benefit from becoming more comfortable challenging others.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- He encourages teammates more as a peer than a coach.

Continual Learning

Definition:

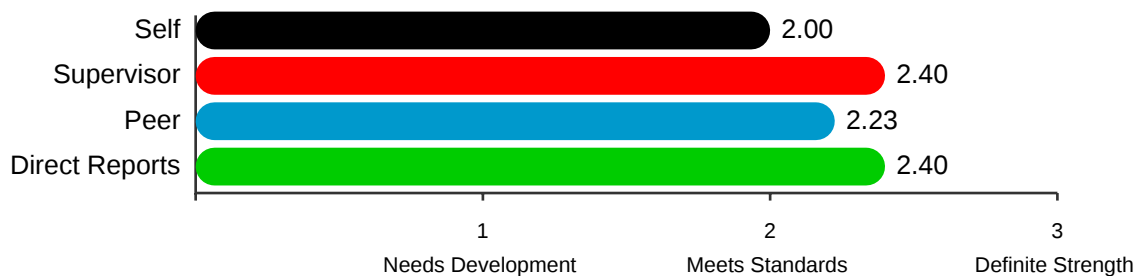
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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.

6. You pursue learning that will enhance job performance.



7. You are open to new ideas and concepts.



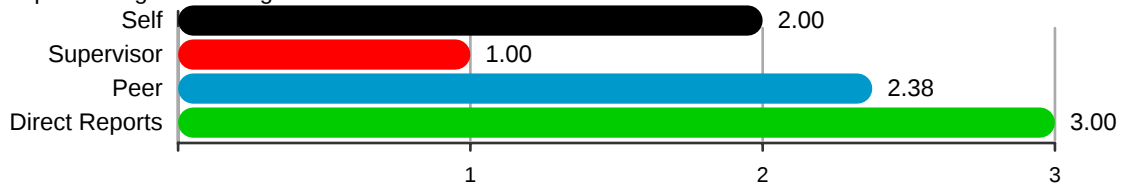
8. You share best practices with others and learn from others.



9. You pursue professional development opportunities when they arise.



10. You participate in regular training offered.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
6. You pursue learning that will enhance job performance.	15	2.13	33.3	20%	47%	33%
7. You are open to new ideas and concepts.	15	2.07	26.7	20%	53%	27%
8. You share best practices with others and learn from others.	15	2.33	40.0	7%	53%	40%
9. You pursue professional development opportunities when they arise.	15	2.40	53.3	13%	33%	53%
10. You participate in regular training offered.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ has been very supportive of me and the Institute.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- He is very supportive and easily approachable.
- He can fall behind on projects without providing timely feedback.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

Feedback

Definition:

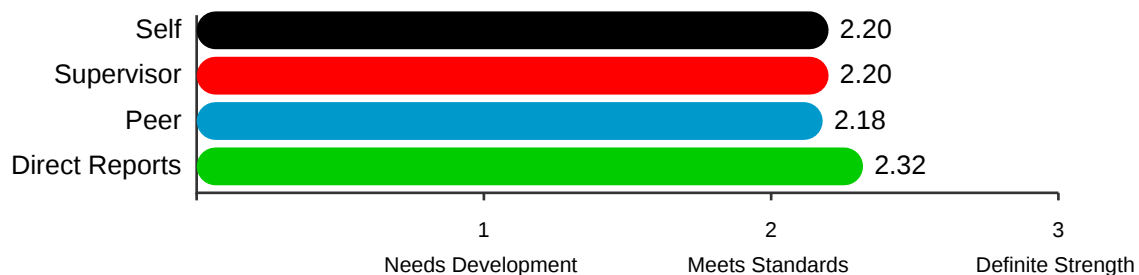
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

Why this is Important:

Feedback, as defined through its many dimensions (specific, constructive, timely, balanced, and performance-focused) is essential for organizations because it drives continuous improvement at every level. When feedback is delivered with fairness, clarity, and respect, it fosters accountability, strengthens relationships, and aligns individual efforts with organizational goals. Cultivating a culture where feedback is actively sought, openly received, and acted upon (supported by coaching, training, and diverse perspectives) creates an environment of trust, learning, and adaptability. In today's fast-paced and complex business landscape, organizations that manage feedback well are better equipped to evolve, retain talent, and achieve sustained excellence.

Summary Scores:

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



Scores on Each Item:

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

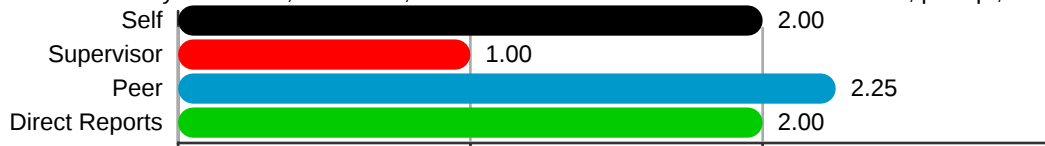
11. I offer both positive and negative feedback to provide a well round assessment of the individual.



12. You accept the views of others.



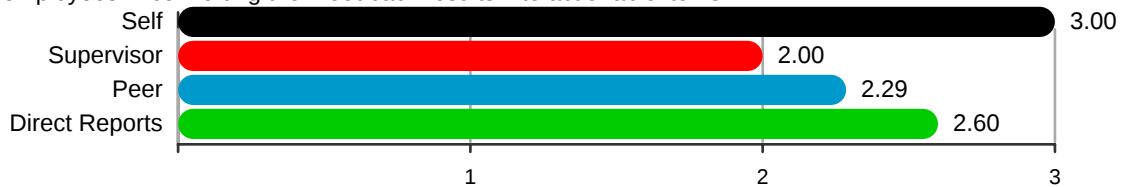
13. You offer the necessary resources, education, and assistance to ensure feedback is effective, prompt, and practical.



14. I foster a culture of continuous improvement, where feedback is use as a valuable tool for growth and development.



15. I assist employees in converting their feedback results into actionable items.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. I offer both positive and negative feedback to provide a well round assessment of the individual.	15	2.33	40.0	7%	53%	40%
12. You accept the views of others.	15	2.07	20.0	13%	67%	20%
13. You offer the necessary resources, education, and assistance to ensure feedback is effective, prompt, and practical.	15	2.07	26.7	20%	53%	27%
14. I foster a culture of continuous improvement, where feedback is use as a valuable tool for growth and development.	15	2.27	40.0	13%	47%	40%
15. I assist employees in converting their feedback results into actionable items.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ gives me feedback good and indifferent.
- I will always welcome _____'s direct, honest, caring feedback.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ exemplifies all of these qualities.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.

Attitude

Definition:

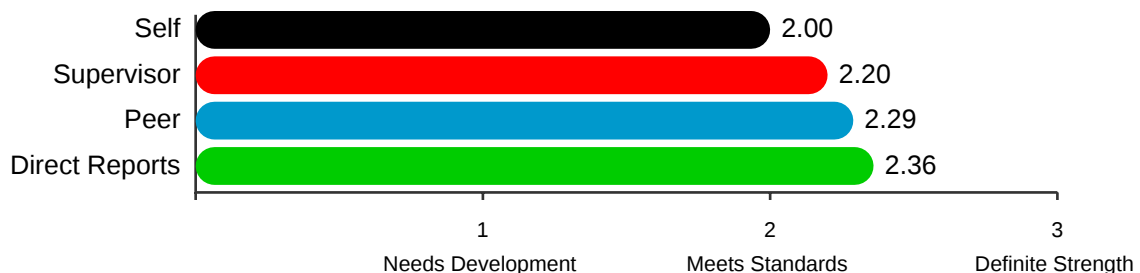
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

Why this is Important:

Attitude, as defined through those rich dimensions, plays a foundational role in shaping an organization's culture, employee engagement, and overall effectiveness. When individuals demonstrate respect, optimism, humility, resilience, and a genuine concern for others, it fosters psychological safety--allowing teams to collaborate with trust and creativity rather than fear or defensiveness. These traits not only drive performance and innovation, but they also signal a shared commitment to excellence, continuous learning, and collective success. Ultimately, the presence of strong attitudes across an organization elevates morale, strengthens relationships, and creates an environment where both people and results can flourish together.

Summary Scores:

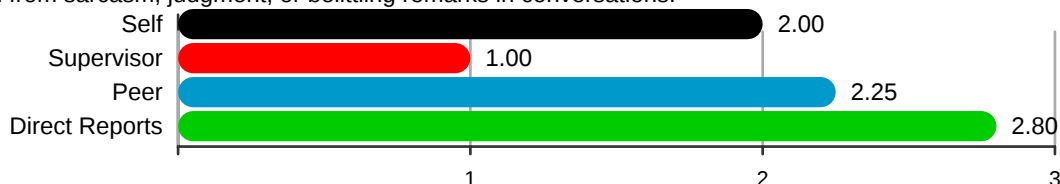
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I refrain from sarcasm, judgment, or belittling remarks in conversations.



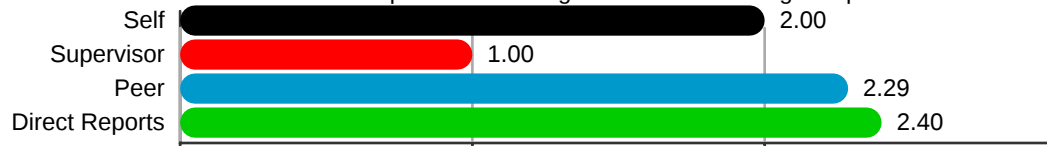
17. I remain positive even when working with individuals who have poor attitudes.



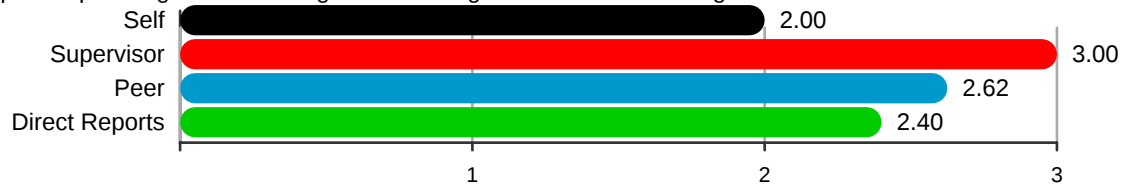
18. You engage in empathetic listening without interrupting others or posturing in front of a group.



19. You share lessons learned with the team to prevent recurring mistakes and strengthen performance.



20. I participate in planning and facilitating team-building activities or staff recognition events.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. I refrain from sarcasm, judgment, or belittling remarks in conversations.	15	2.33	46.7	13%	40%	47%
17. I remain positive even when working with individuals who have poor attitudes.	15	2.33	40.0	7%	53%	40%
18. You engage in empathetic listening without interrupting others or posturing in front of a group.	14	2.00	14.3	14%	71%	14%
19. You share lessons learned with the team to prevent recurring mistakes and strengthen performance.	14	2.21	42.9	21%	36%	43%
20. I participate in planning and facilitating team-building activities or staff recognition events.	15	2.53	60.0	7%	33%	60%

Comments:

- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

Innovation

Definition:

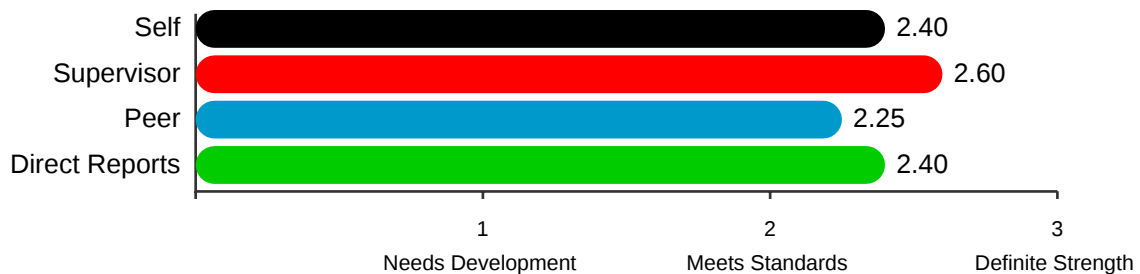
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to be supported and promoted since it may be disruptive. It can sometimes help to offer rewards/recognition for innovative ideas. It may be necessary to provide guidance, empower or incentivize employees as well as to coordinate and focus resources, training, and the efforts of cross-functional teams.

Why this is Important:

Innovation can help drive business success by enabling the company to maintain competitive advantages to be a market leader. Innovations can help reduce costs through increased efficiency, process improvement, and automation. Innovation can expand markets and production scalability. Innovations may be required to maintain resilience.

Summary Scores:

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



Scores on Each Item:

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

21. I participate in cross-functional innovation teams.



22. You improve on ideas of others.



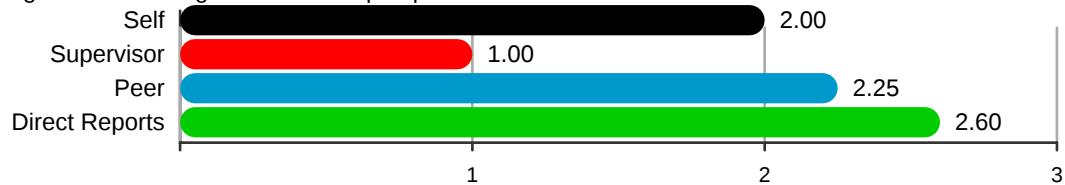
23. You challenge current procedures / processes to develop new solutions.



24. I assign responsibilities to individuals for creating innovative ideas/products.



25. I encourage a diverse range of ideas and perspectives to cultivate an environment where innovation thrives.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1 Meets Standards 2 2 Definite Strength 3 3		
21. I participate in cross-functional innovation teams.	15	2.60	66.7	7%	27%	67%
22. You improve on ideas of others.	15	2.33	40.0	7%	53%	40%
23. You challenge current procedures / processes to develop new solutions.	15	2.07	20.0	13%	67%	20%
24. I assign responsibilities to individuals for creating innovative ideas/products.	15	2.40	53.3	13%	33%	53%
25. I encourage a diverse range of ideas and perspectives to cultivate an environment where innovation thrives.	15	2.27	53.3	27%	20%	53%

Comments:

- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- I can depend on him with whatever is needed.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.

Flexibility

Definition:

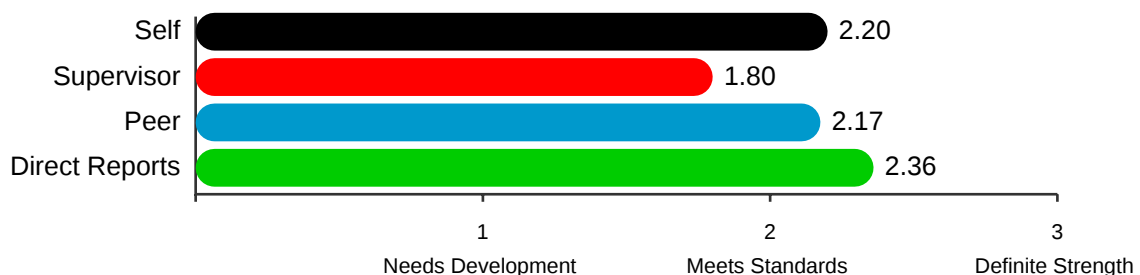
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes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

Why this is Important:

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

Summary Scores:

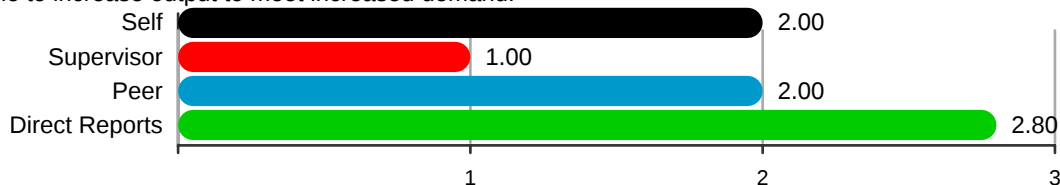
The summary scores shown here are an average of each of the items in this competency.



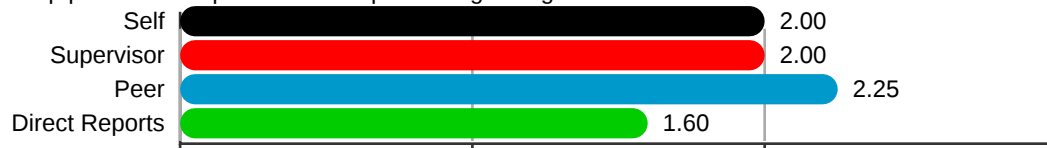
Scores on Each Item:

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

26. I am able to increase output to meet increased demand.



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



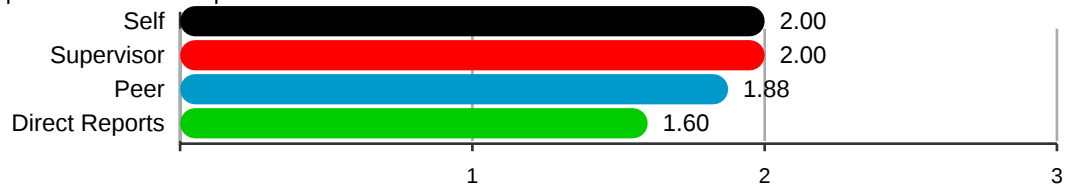
28. You encourage others to adopt new procedures.



29. You are



30. You respond to issues and problems with creative solutions and innovation.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. I am able to increase output to meet increased demand.	15	2.20	33.3	13%	53%	33%
27. You scale up production capabilities in response to growing service demands.	15	2.00	26.7	27%	47%	27%
28. You encourage others to adopt new procedures.	15	2.47	53.3	7%	40%	53%
29. You are	15	2.60	60.0		40%	60%

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1 1	2 2	3 3
30. You respond to issues and problems with creative solutions and innovation.	15	1.80	13.3	33%	53%	13%

Comments:

- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- His positive attitude is constant.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- Is extremely knowledgeable and is always continuing his education to stay up to date.

Bias for Action

Definition:

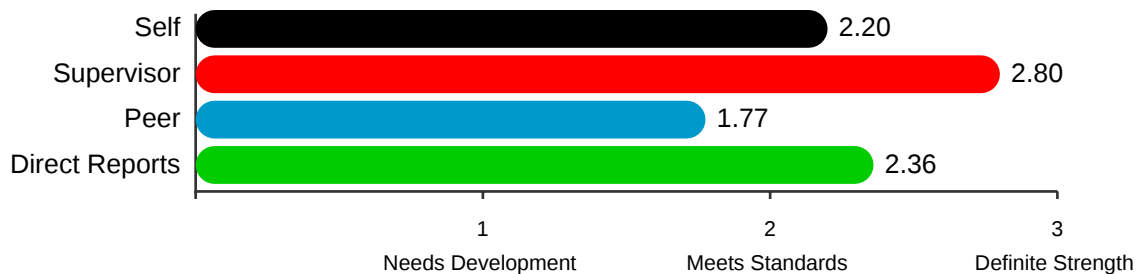
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and continual improvement. This competency reflects a self-starter attitude, balancing decisiveness and diligence with the ability to adapt and overcome challenges responsibly and reliably.

Why this is Important:

"Bias for Action" is vital in business because it fosters a culture of proactivity and responsiveness, enabling teams to seize opportunities and address challenges swiftly. It drives productivity, innovation, and continual improvement, ensuring that tasks are completed efficiently while maintaining focus on long-term goals. By embodying qualities such as decisiveness, resilience, and reliability, individuals with a Bias for Action inspire confidence, maintain momentum, and position their organizations to thrive in competitive and fast-paced environments.

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. You provide regular progress update and keep everyone inform about any change or developments.



32. I persist until tasks are 100% completed.



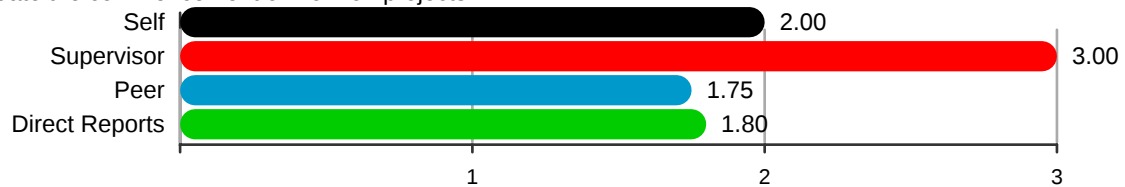
33. I do not wait for approvals unless absolutely necessary.



34. You seize opportunities to engage in action on a project.



35. You initiate the commencement of work on projects.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
31. You provide regular progress update and keep everyone inform about any change or developments.	15	2.13	33.3	20%	47%	33%
32. I persist until tasks are 100% completed.	15	2.13	33.3	20%	47%	33%
33. I do not wait for approvals unless absolutely necessary.	15	2.07	33.3	27%	40%	33%
34. You seize opportunities to engage in action on a project.	15	2.13	26.7	13%	60%	27%
35. You initiate the commencement of work on projects.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- More opportunities to share knowledge with the team.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- _____ teams with others to improve communication and process.

Time Management

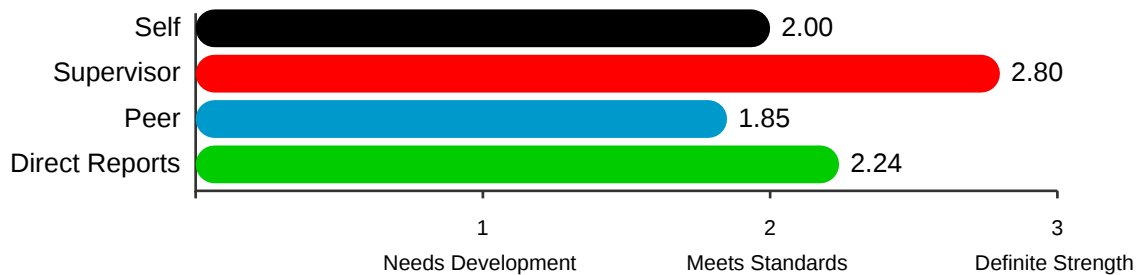
Definition:

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.



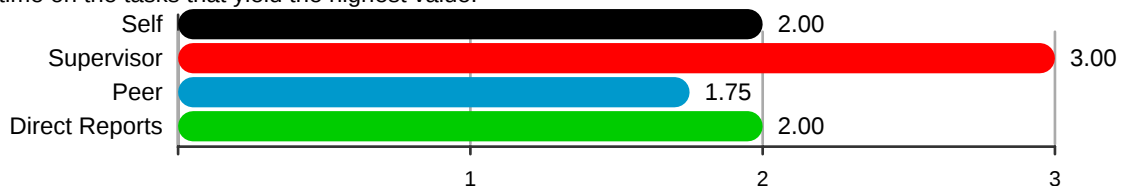
Scores on Each Item:

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

36. I tackle major tasks or problems first before addressing minor issues.



37. I focus time on the tasks that yield the highest value.



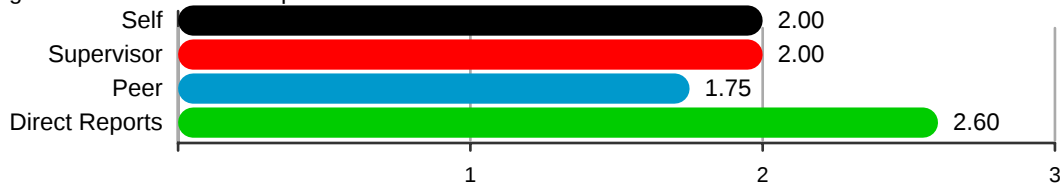
38. You focus on tasks that have high priority.



39. I keep accurate records of time spent on projects for proper billing.



40. You integrate automation into the process whenever feasible.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. I tackle major tasks or problems first before addressing minor issues.	15	1.87	20.0	33%	47%	20%
37. I focus time on the tasks that yield the highest value.	15	1.93	13.3	20%	67%	13%
38. You focus on tasks that have high priority.	15	2.07	33.3	27%	40%	33%
39. I keep accurate records of time spent on projects for proper billing.	15	2.33	33.3		67%	33%
40. You integrate automation into the process whenever feasible.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- He is a strong leader complemented with sound judgement
- _____ sets high standards for his team and ensures they perform professionally.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.

Excellence

Definition:

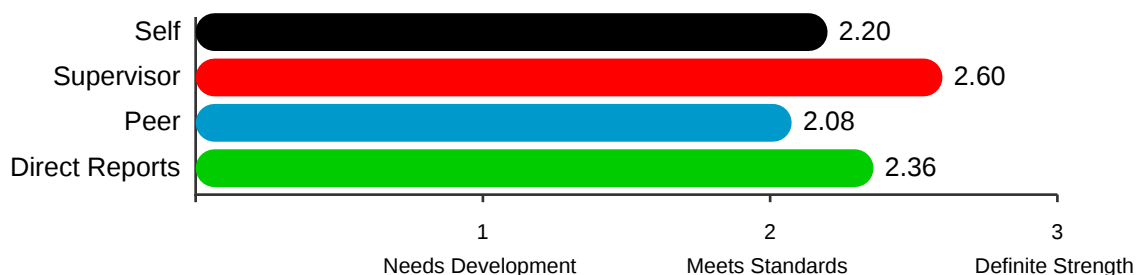
Is excellent in performing their job duties and tasks.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. You keep yourself and others focused on constant improvement.



42. You produce high quality work.



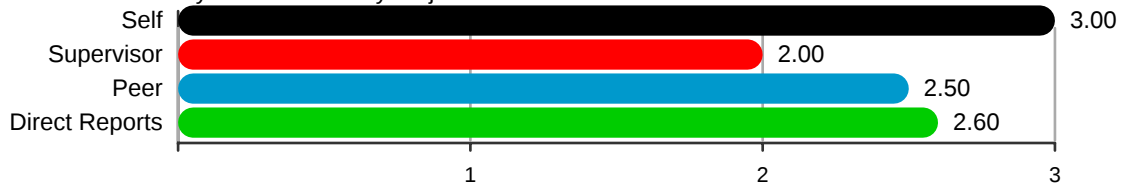
43. You are planful and organized.



44. You can be counted on to add value wherever you are involved.



45. You demonstrate the analytical skills to do your job.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. You keep yourself and others focused on constant improvement.	15	2.00	26.7	27%	47%	27%
42. You produce high quality work.	15	2.13	33.3	20%	47%	33%
43. You are planful and organized.	15	2.20	40.0	20%	40%	40%
44. You can be counted on to add value wherever you are involved.	15	2.20	26.7	7%	67%	27%
45. You demonstrate the analytical skills to do your job.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is a valued member of the department.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- _____ is a good leader because he gives examples through his own behavior.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- He is a pleasure to work with and an asset to [CompanyName].
- 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.

Safety

Definition:

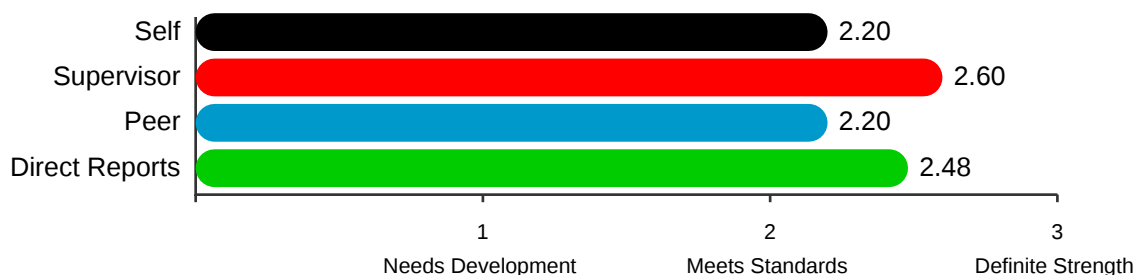
Works in a safe manner and promotes safe working conditions.

Why this is Important:

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

Summary Scores:

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



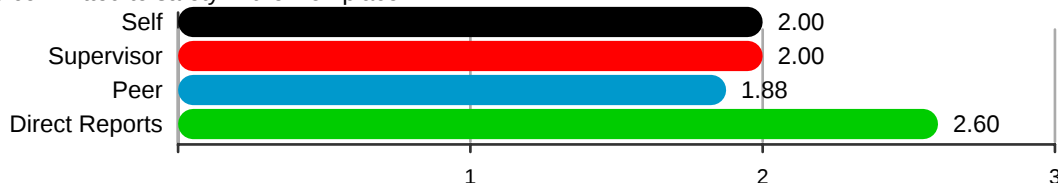
Scores on Each Item:

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

46. You ensure that all supervisors are aware of regulatory and compliance measures.



47. You are committed to safety in the workplace.



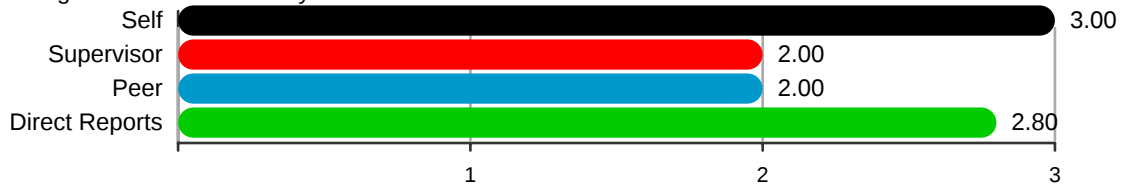
48. You create accurate and effective measures of safety.



49. You are not afraid to question a potential safety issue observed in the workplace.



50. You encourage others to work safely.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are categorized by skill level 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. You ensure that all supervisors are aware of regulatory and compliance measures.	15	2.27	26.7		73%	27%
47. You are committed to safety in the workplace.	15	2.13	26.7	13%	60%	27%
48. You create accurate and effective measures of safety.	15	2.40	40.0		60%	40%
49. You are not afraid to question a potential safety issue observed in the workplace.	15	2.47	46.7		53%	47%
50. You encourage others to work safely.	15	2.33	46.7	13%	40%	47%

Comments:

- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- Timely follow through.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- _____ has grown and proven himself to be an effective leader in the imaging department.

Teamwork

Definition:

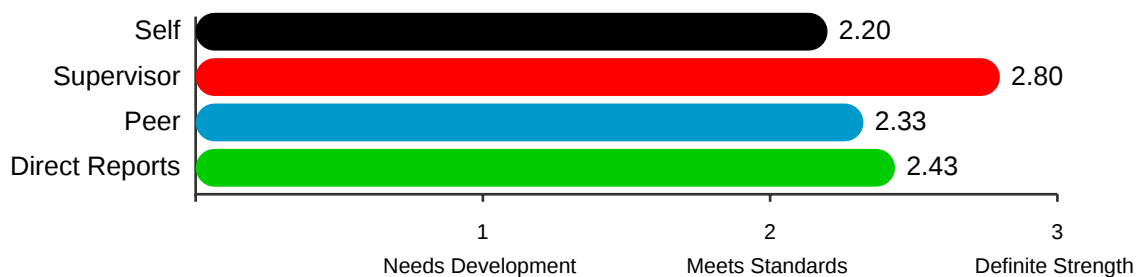
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors 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.

51. You provide assistance and support to other team members when needed



52. I regularly attend team meetings.



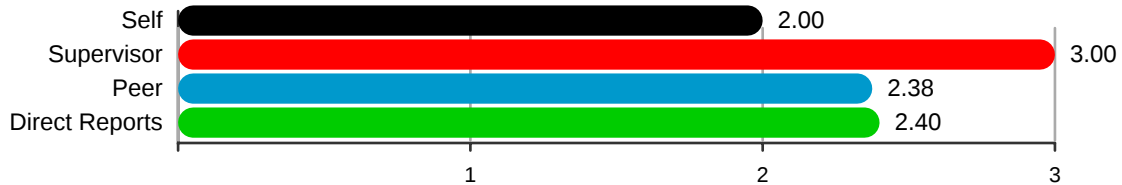
53. You encourage dialog between team members.



54. You carry your share of the workload



55. You seek and listen to other's contributions



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
51. You provide assistance and support to other team members when needed	14	2.21	28.6	7%	64%	29%
52. I regularly attend team meetings.	14	2.29	42.9	14%	43%	43%
53. You encourage dialog between team members.	15	2.53	53.3		47%	53%
54. You carry your share of the workload	15	2.47	46.7		53%	47%
55. You seek and listen to other's contributions	15	2.40	40.0		60%	40%

Comments:

- _____ needs no improvement
- Cannot think of anything
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- _____ has excellent communication skills with both staff and his management team.

Company

Definition:

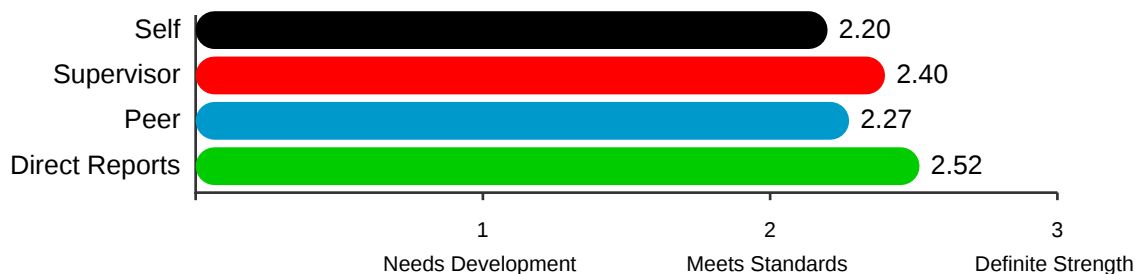
A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

Why this is Important:

This definition of Company is important because it captures the full spectrum of what makes an organization not just functional, but exceptional—balancing operational excellence with human-centered values. By integrating dimensions like ethics, morale, adaptability, and pride alongside strategic elements like staffing, competitiveness, and resource allocation, it creates a blueprint for sustainable success and cultural resilience. Organizations that embody this holistic model are better equipped to attract top talent, foster innovation, and build enduring trust with both employees and external stakeholders.

Summary Scores:

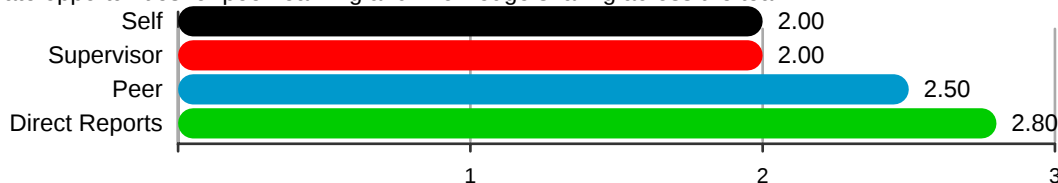
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

56. You create opportunities for peer learning and knowledge sharing across the team.



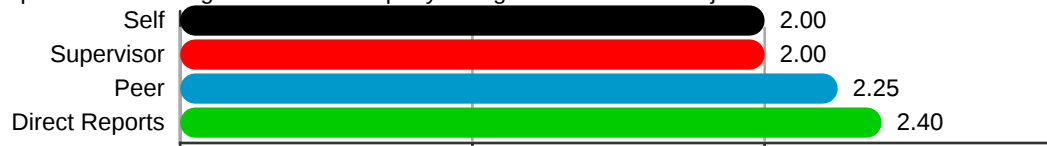
57. You make sure everyone knows their role and how it connects to others.



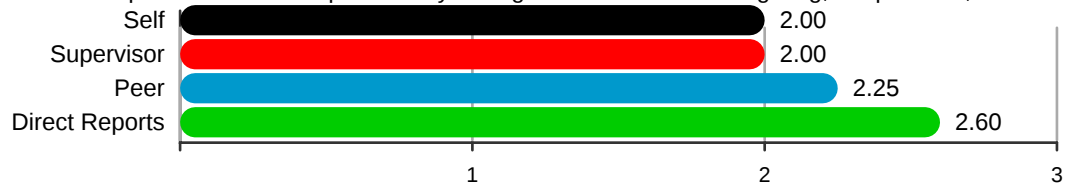
58. You support [Company]'s marketing efforts.



59. I align departmental strategies with the company's long-term vision and objectives.



60. You create a workspace conducive to productivity through effective control of lighting, temperature, and noise levels.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
56. You create opportunities for peer learning and knowledge sharing across the team.	15	2.53	53.3	47%	53%	
57. You make sure everyone knows their role and how it connects to others.	15	2.33	33.3	67%	33%	
58. You support [Company]'s marketing efforts.	15	2.33	33.3	67%	33%	
59. I align departmental strategies with the company's long-term vision and objectives.	15	2.27	26.7	73%	27%	
60. You create a workspace conducive to productivity through effective control of lighting, temperature, and noise levels.	15	2.33	33.3	67%	33%	

Comments:

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- _____ is an excellent communicator and is very open and supportive to his staff.