



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.

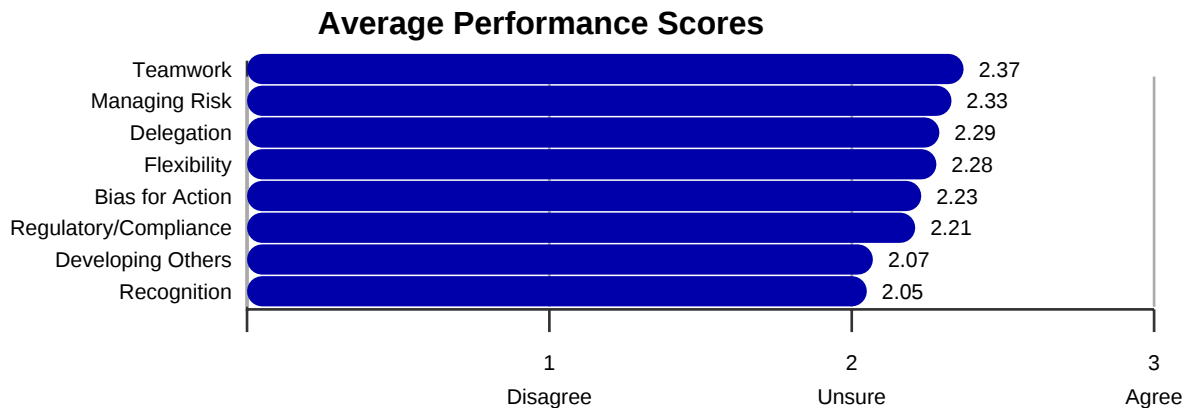
## What to Do with Your Feedback

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 8 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.



# Teamwork

## Definition:

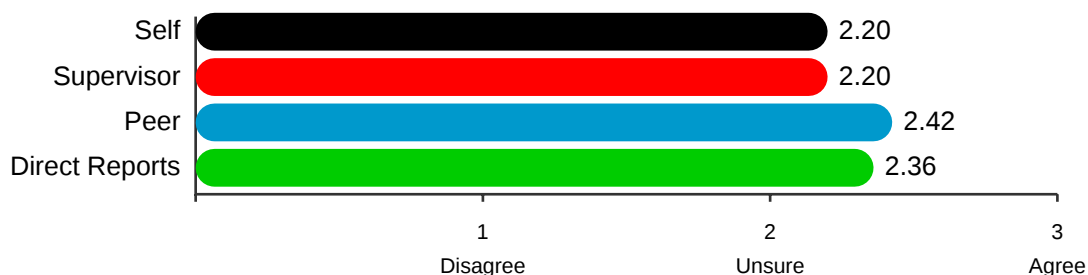
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors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



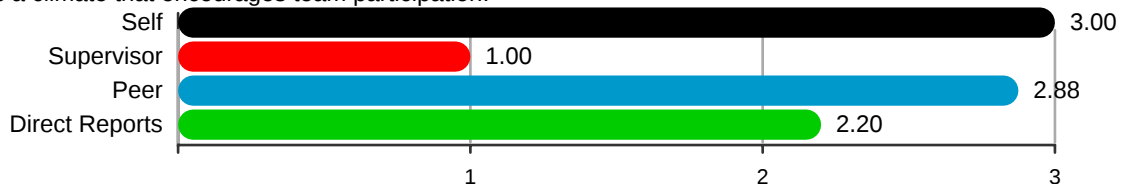
## Scores on Each Item:

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

### 1. Listens and is attentive to other team members.



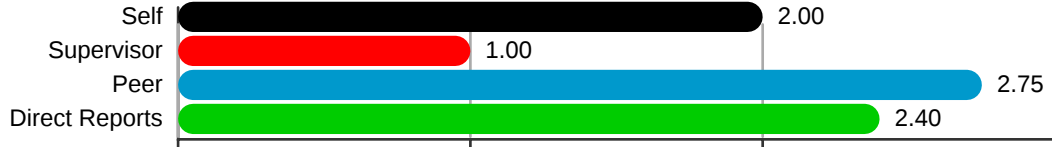
### 2. Creates a climate that encourages team participation.



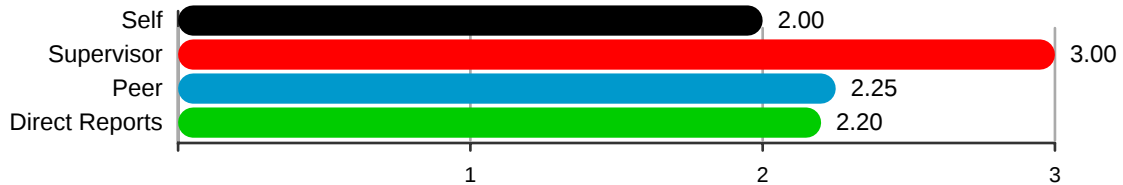
## 3. Communicates well with team members.



## 4. Builds a strong rapport with team members.



## 5. Seeks and listens to other's contributions



### Level of Skill

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

| Item                                                     | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|----------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 1. Listens and is attentive to other team members.       | 15 | 2.27 | 33.3 | 7%                 | 60%              | 33%             |
| 2. Creates a climate that encourages team participation. | 15 | 2.53 | 73.3 | 20%                | 7%               | 73%             |
| 3. Communicates well with team members.                  | 15 | 2.33 | 40.0 | 7%                 | 53%              | 40%             |
| 4. Builds a strong rapport with team members.            | 15 | 2.47 | 53.3 | 7%                 | 40%              | 53%             |
| 5. Seeks and listens to other's contributions            | 15 | 2.27 | 40.0 | 13%                | 47%              | 40%             |

### Comments:

- \_\_\_\_\_ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I sit back and listen to \_\_\_\_\_'s approach and communication skills and love to glean things from him.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- \_\_\_\_\_ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- Management skills progressing well with experience.

# Flexibility

## Definition:

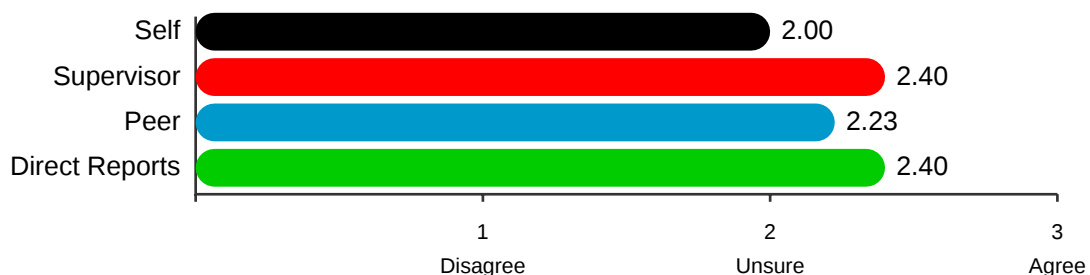
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes 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:

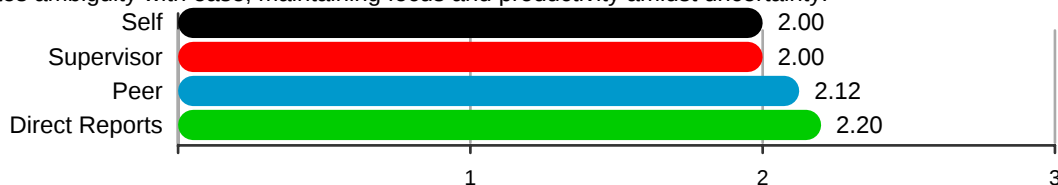
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

### 6. Navigates ambiguity with ease, maintaining focus and productivity amidst uncertainty.



## 7. Fosters a culture of flexibility and agility.



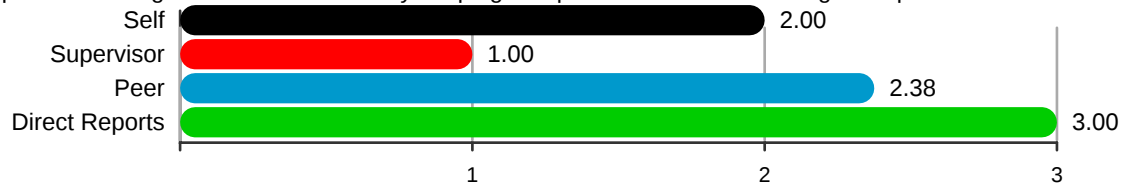
## 8. Recognizes and quickly adapts to shifts in the environment, market, or industry.



## 9. Dedicated to evolving and enhancing business processes, which demonstrates flexibility.



## 10. Solves problems using innovative solutions by keeping an open mind and considering the input from others.



## Level of Skill

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

| Item                                                                                                          | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|---------------------------------------------------------------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 6. Navigates ambiguity with ease, maintaining focus and productivity amidst uncertainty.                      | 15 | 2.13 | 33.3 | 20%                | 47%              | 33%             |
| 7. Fosters a culture of flexibility and agility.                                                              | 15 | 2.07 | 26.7 | 20%                | 53%              | 27%             |
| 8. Recognizes and quickly adapts to shifts in the environment, market, or industry.                           | 15 | 2.33 | 40.0 | 7%                 | 53%              | 40%             |
| 9. Dedicated to evolving and enhancing business processes, which demonstrates flexibility.                    | 15 | 2.40 | 53.3 | 13%                | 33%              | 53%             |
| 10. Solves problems using innovative solutions by keeping an open mind and considering the input from others. | 15 | 2.47 | 60.0 | 13%                | 27%              | 60%             |

### Comments:

- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- \_\_\_\_\_ 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. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- \_\_\_\_\_ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He always involves others in decisions ensuring a well rounded approach.
- 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 his assignments.
- \_\_\_\_\_ has excellent communication skills with both staff and his management team.

## Bias for Action

### Definition:

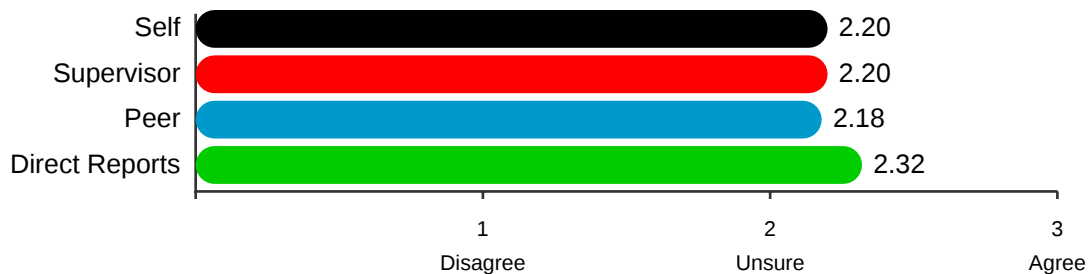
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and 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.

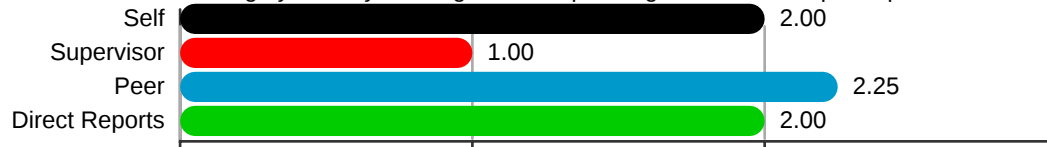
#### 11. Completes work on time



12. Conveys a sense of urgency about addressing problems and opportunities



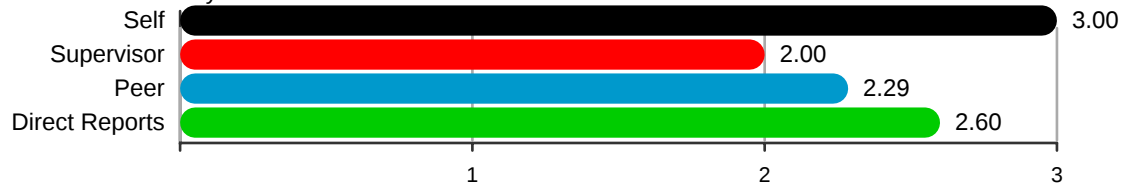
13. Engages in continuous learning by actively seeking and incorporating feedback to improve processes and performance.



14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



15. Is punctual and consistently meets deadlines.



## Level of Skill

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

| Item                                                                                                                                         | n  | Avg  | LOA  | Disagree | Unsure | Agree  |
|----------------------------------------------------------------------------------------------------------------------------------------------|----|------|------|----------|--------|--------|
|                                                                                                                                              |    |      |      | 1<br>1   | 2<br>2 | 3<br>3 |
| 11. Completes work on time                                                                                                                   | 15 | 2.33 | 40.0 | 7%       | 53%    | 40%    |
| 12. Conveys a sense of urgency about addressing problems and opportunities                                                                   | 15 | 2.07 | 20.0 | 13%      | 67%    | 20%    |
| 13. Engages in continuous learning by actively seeking and incorporating feedback to improve processes and performance.                      | 15 | 2.07 | 26.7 | 20%      | 53%    | 27%    |
| 14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times). | 15 | 2.27 | 40.0 | 13%      | 47%    | 40%    |
| 15. Is punctual and consistently meets deadlines.                                                                                            | 14 | 2.43 | 50.0 | 7%       | 43%    | 50%    |

### Comments:

- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.
- \_\_\_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- He often involves his team in decision making and to determine how to achieve outcomes.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

# Delegation

## Definition:

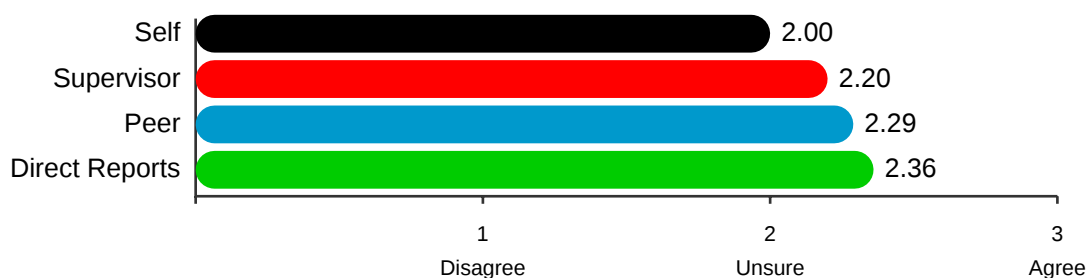
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

## Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

## Summary Scores:

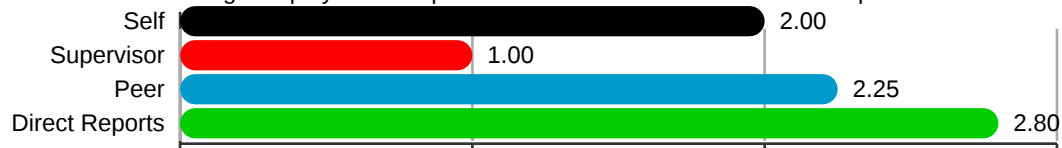
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

16. Delegates tasks that challenge employees to expand their skill sets and take on new responsibilities.



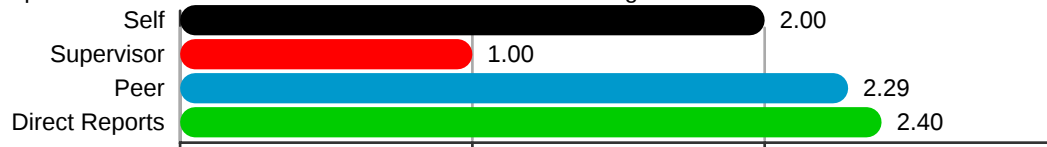
17. Clarifies decision-making boundaries and levels of autonomy for each delegated task.



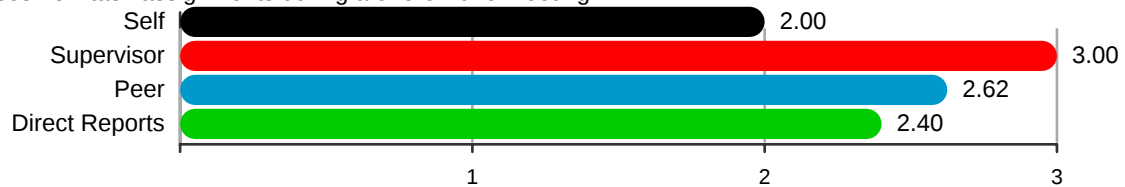
18. Entrusts subordinates with important tasks.



19. Follows up on instructions to ensure there are no misunderstandings.



20. Discusses new task assignments during a one-on-one meeting.



## Level of Skill

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

| Item                                                                                                      | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|-----------------------------------------------------------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 16. Delegates tasks that challenge employees to expand their skill sets and take on new responsibilities. | 15 | 2.33 | 46.7 | 13%                | 40%              | 47%             |
| 17. Clarifies decision-making boundaries and levels of autonomy for each delegated task.                  | 15 | 2.33 | 40.0 | 7%                 | 53%              | 40%             |
| 18. Entrusts subordinates with important tasks.                                                           | 14 | 2.00 | 14.3 | 14%                | 71%              | 14%             |
| 19. Follows up on instructions to ensure there are no misunderstandings.                                  | 14 | 2.21 | 42.9 | 21%                | 36%              | 43%             |
| 20. Discusses new task assignments during a one-on-one meeting.                                           | 15 | 2.53 | 60.0 | 7%                 | 33%              | 60%             |

### Comments:

- \_\_\_\_\_ is the best employee the department has employed.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- He is excellent at helping/coaching/problem-solving with others.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- I think that \_\_\_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

## Managing Risk

### Definition:

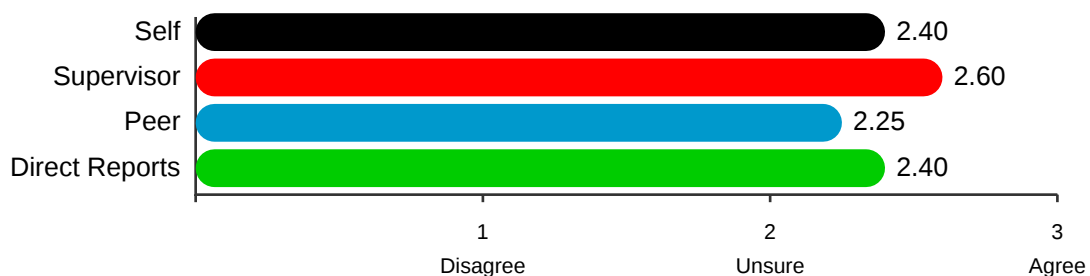
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities.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

### Why this is Important:

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

### Summary Scores:

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



### Scores on Each Item:

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

#### 21. Prioritizes risks based on probability of occurrence and possible impact to the company.



#### 22. Integrates risk management into strategic decision making.



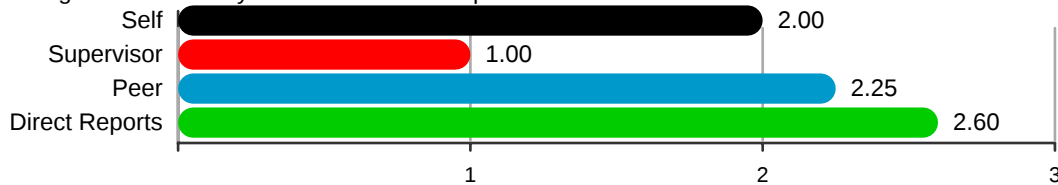
23. Determines the potential outcome of adverse risk events.



24. Minimizes operational setbacks and delays.



25. Offers training to reduce safety incidents in the workplace.



## Level of Skill

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

| Item                                                                                         | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|----------------------------------------------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 21. Prioritizes risks based on probability of occurrence and possible impact to the company. | 15 | 2.60 | 66.7 | 7%                 | 27%              | 67%             |
| 22. Integrates risk management into strategic decision making.                               | 15 | 2.33 | 40.0 | 7%                 | 53%              | 40%             |
| 23. Determines the potential outcome of adverse risk events.                                 | 15 | 2.07 | 20.0 | 13%                | 67%              | 20%             |
| 24. Minimizes operational setbacks and delays.                                               | 15 | 2.40 | 53.3 | 13%                | 33%              | 53%             |
| 25. Offers training to reduce safety incidents in the workplace.                             | 15 | 2.27 | 53.3 | 27%                | 20%              | 53%             |

## Comments:

- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- He has confidence in leading and making decisions improving rapidly.
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He uses the strengths of everyone around him to get the best solutions possible.
- I believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.

## Regulatory/Compliance

### Definition:

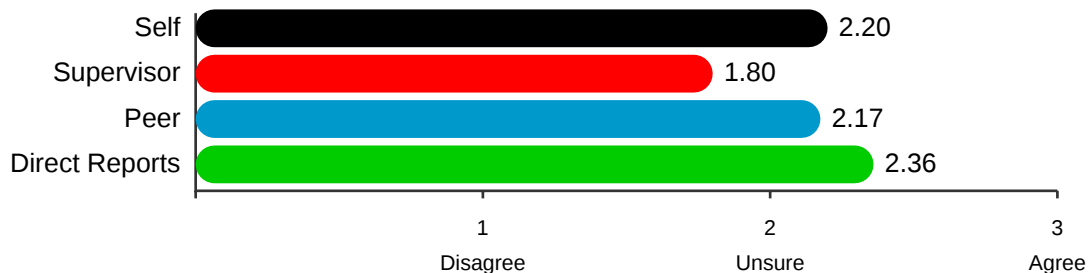
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

### Why this is Important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

### Summary Scores:

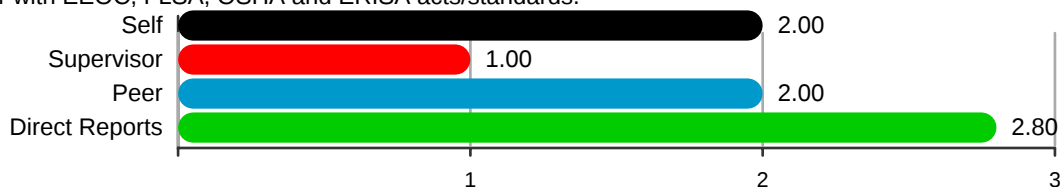
The summary scores shown here are an average of each of the items in this competency.



### Scores on Each Item:

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

#### 26. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.



27. Ensures the company is in compliance with industry specifications, standards, and applicable laws.



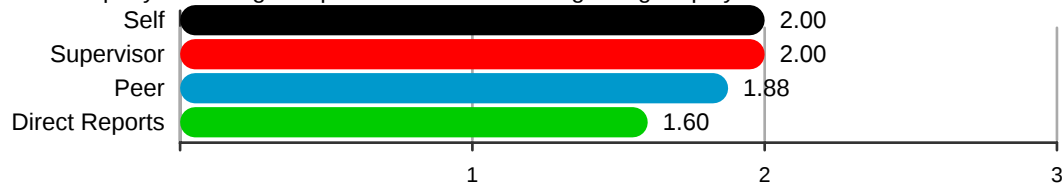
28. Offers training on various subjects to help ensure employees are aware of regulations.



29. Keeps up-to-date with legislation affecting employees.



30. Ensures the company meets legal requirements/standards regarding 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 (Disagree) to green (Agree).

| Item                                                                                                   | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|--------------------------------------------------------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 26. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.                                           | 15 | 2.20 | 33.3 | 13%                | 53%              | 33%             |
| 27. Ensures the company is in compliance with industry specifications, standards, and applicable laws. | 15 | 2.00 | 26.7 | 27%                | 47%              | 27%             |
| 28. Offers training on various subjects to help ensure employees are aware of regulations.             | 15 | 2.47 | 53.3 | 7%                 | 40%              | 53%             |
| 29. Keeps up-to-date with legislation affecting employees.                                             | 15 | 2.60 | 60.0 | 40%                | 60%              |                 |
| 30. Ensures the company meets legal requirements/standards regarding employees.                        | 15 | 1.80 | 13.3 | 33%                | 53%              | 13%             |

### Comments:

- \_\_\_\_\_ 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 a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- 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.
- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- \_\_\_\_\_ is an extremely effective leader.
- \_\_\_\_\_ is aware that he can come off as intimidating, and recognizes that fact in certain instances.

## Developing Others

### Definition:

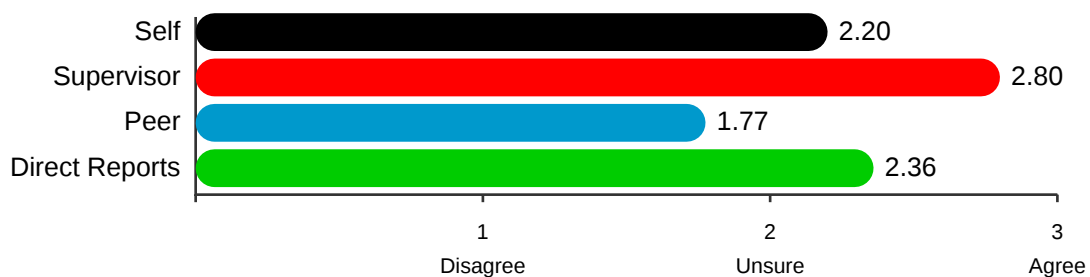
Training and developing members of the team/department.

### Why this is Important:

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

### Summary Scores:

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



### Scores on Each Item:

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

#### 31. Provides constructive feedback to others.



#### 32. Sets performance objectives for subordinates that encourages development opportunities.



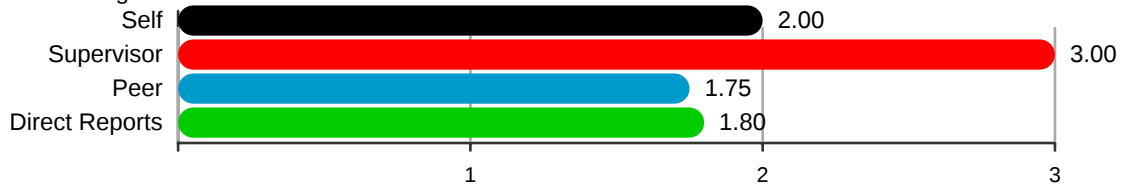
33. Creates a work environment that fosters positive feedback to employees.



34. Recognizes and celebrates accomplishments of others.



35. Is open to receiving feedback.



## Level of Skill

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

| Item                                                                                        | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|---------------------------------------------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 31. Provides constructive feedback to others.                                               | 15 | 2.13 | 33.3 | 20%                | 47%              | 33%             |
| 32. Sets performance objectives for subordinates that encourages development opportunities. | 15 | 2.13 | 33.3 | 20%                | 47%              | 33%             |
| 33. Creates a work environment that fosters positive feedback to employees.                 | 15 | 2.07 | 33.3 | 27%                | 40%              | 33%             |
| 34. Recognizes and celebrates accomplishments of others.                                    | 15 | 2.13 | 26.7 | 13%                | 60%              | 27%             |
| 35. Is open to receiving feedback.                                                          | 15 | 1.87 | 20.0 | 33%                | 47%              | 20%             |

## Comments:

- \_\_\_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- \_\_\_\_\_ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- \_\_\_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_\_\_ without his bringing them before the team for discussion.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
-

He is a great leader.

# Recognition

## Definition:

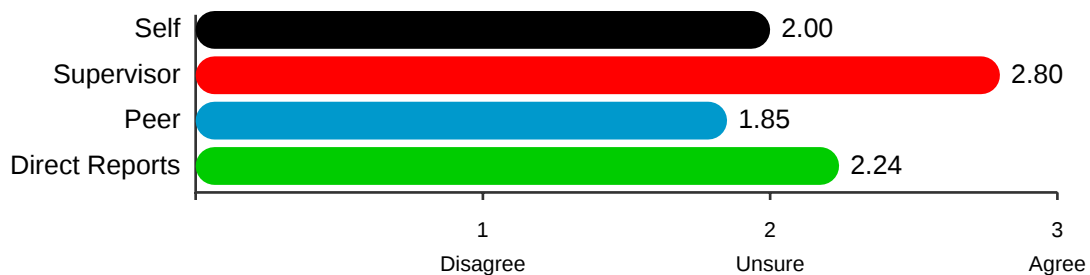
Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

## Why this is Important:

Recognition is vital for organizations and companies because it fosters a culture of appreciation, motivation, and engagement, leading to higher employee satisfaction and retention. When employees feel valued through timely, meaningful, and fair acknowledgment of their contributions, they are more likely to remain committed, perform at their best, and contribute to organizational success. By strategically integrating recognition into leadership practices, development initiatives, and workplace culture, companies cultivate an environment where employees feel empowered, teamwork thrives, and productivity is strengthened, ultimately driving long-term growth and innovation.

## Summary Scores:

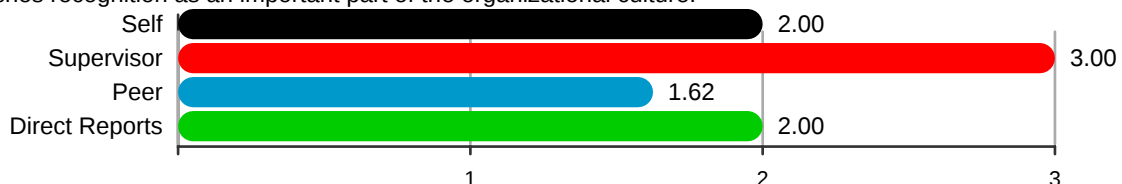
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

### 36. Establishes recognition as an important part of the organizational culture.



37. Creates a "Collaborator Champion" award to promote and recognize teamwork and collaborative efforts by employees.



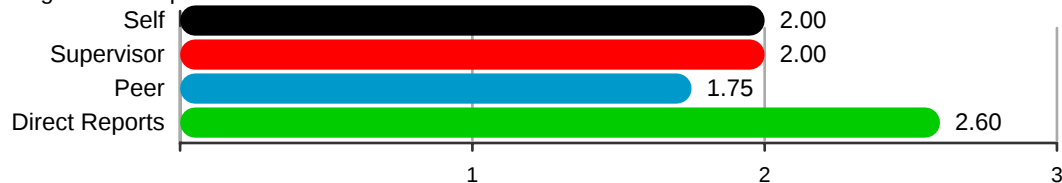
38. Expresses genuine appreciation for the employee's work by mentioning the work that the employee has completed and how it has impacted the organization.



39. Ensures that recognition is timely and relevant.



40. Views recognition as a powerful motivator.



## Level of Skill

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

| Item                                                                                                                                                        | n  | Avg  | LOA  | Disagree<br>1<br>1 | Unsure<br>2<br>2 | Agree<br>3<br>3 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------|------|--------------------|------------------|-----------------|
| 36. Establishes recognition as an important part of the organizational culture.                                                                             | 15 | 1.87 | 20.0 | 33%                | 47%              | 20%             |
| 37. Creates a "Collaborator Champion" award to promote and recognize teamwork and collaborative efforts by employees.                                       | 15 | 1.93 | 13.3 | 20%                | 67%              | 13%             |
| 38. Expresses genuine appreciation for the employee's work by mentioning the work that the employee has completed and how it has impacted the organization. | 15 | 2.07 | 33.3 | 27%                | 40%              | 33%             |
| 39. Ensures that recognition is timely and relevant.                                                                                                        | 15 | 2.33 | 33.3 |                    | 67%              | 33%             |
| 40. Views recognition as a powerful motivator.                                                                                                              | 15 | 2.07 | 33.3 | 27%                | 40%              | 33%             |

### Comments:

- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- He has been and is a mentor for me.
- \_\_\_\_\_ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- He is effective and his knowledge of processes is invaluable.
- \_\_\_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.