



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.

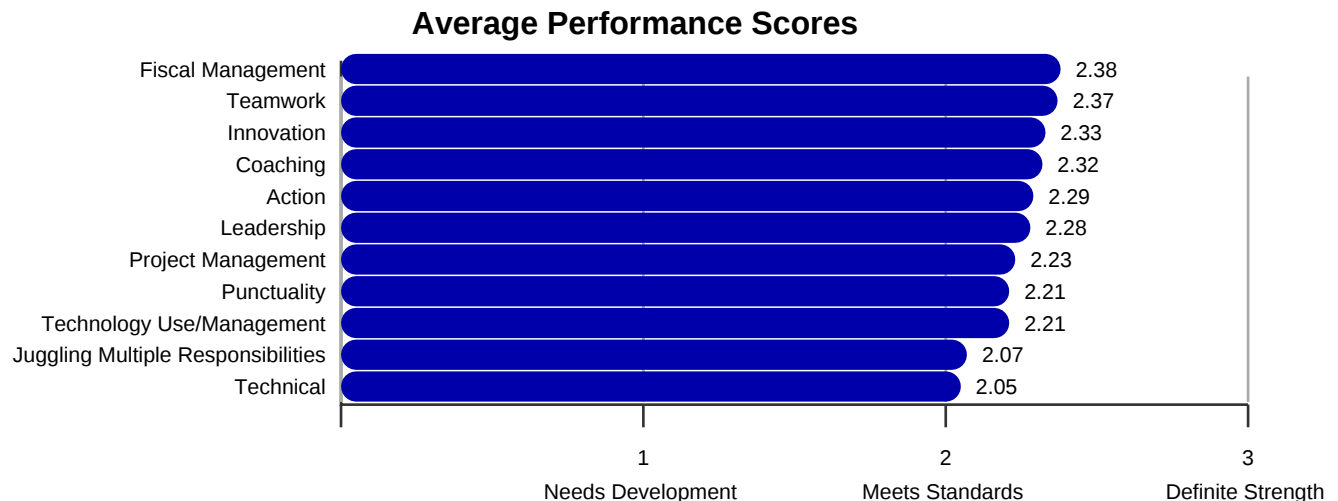
What to Do with Your Feedback

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 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.



Teamwork

Definition:

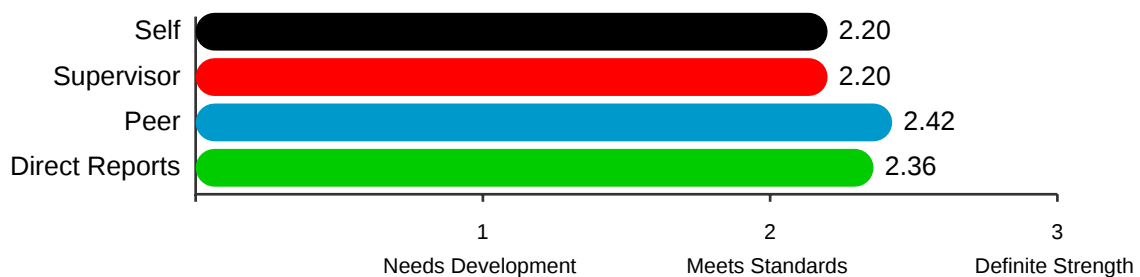
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors 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. I am able to accurately paraphrase and summarize what other team members have said.



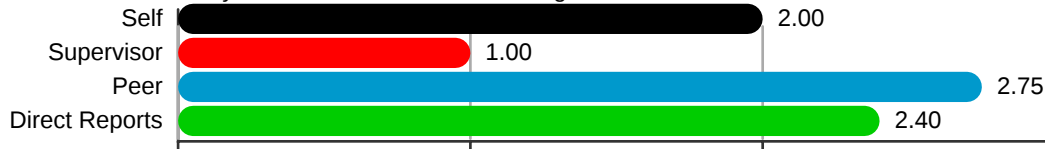
2. You give constructive advice to other team members.



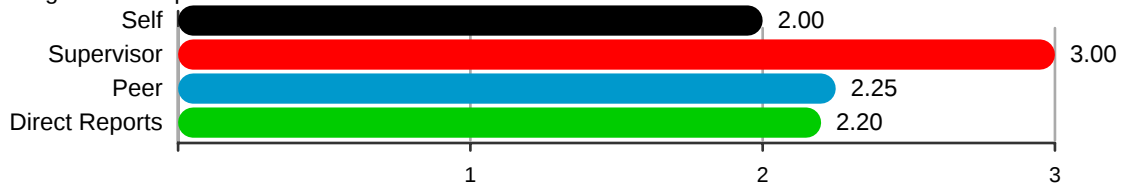
3. You actively participates in the work of teams; seek and listen to others' contributions



4. I help the team balance analysis with decisiveness in making decisions.



5. I build strong relationships with team members.



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
1. I am able to accurately paraphrase and summarize what other team members have said.	15	2.27	33.3	7%	60%	33%
2. You give constructive advice to other team members.	15	2.53	73.3	20%	7%	73%
3. You actively participates in the work of teams; seek and listen to others' contributions	15	2.33	40.0	7%	53%	40%
4. I help the team balance analysis with decisiveness in making decisions.	15	2.47	53.3	7%	40%	53%
5. I build strong relationships with team members.	15	2.27	40.0	13%	47%	40%

Comments:

- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- She is continually looking for ways to improve our service to our customers.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
-

Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.

Leadership

Definition:

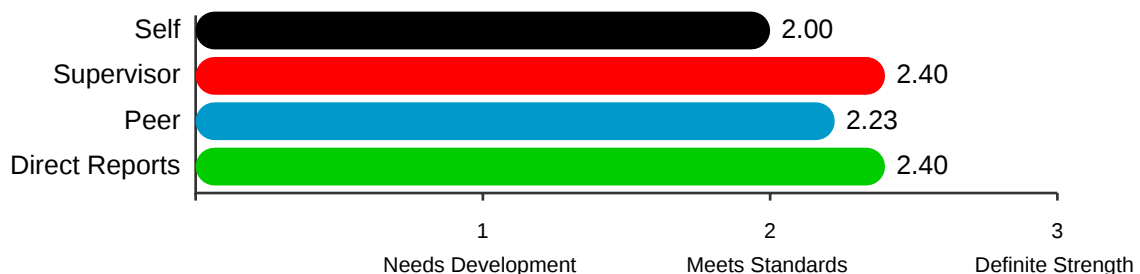
Leadership is the ability to guide and influence others through effective communication, inspiration, and decisive action, while upholding integrity and setting clear expectations to achieve organizational goals. A strong leader fosters accountability, empowers their team, and leads by example, creating an environment of trust, development, and collaboration. By demonstrating emotional intelligence, resilience, and transparency, leaders align efforts, recognize achievements, and drive high performance while mentoring and coaching individuals to reach their full potential.

Why this is Important:

Effective leadership ensures clear communication, alignment of goals, and empowerment of employees, which enhances productivity and innovation. By demonstrating emotional intelligence, accountability, and resilience, leaders build trust, inspire high performance, and create an adaptable environment that positions organizations to thrive in competitive and ever-changing landscapes.

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 suggest methods to reduce stress within work environment.



7. I link feedback to established goals, expectations, and organizational standards.



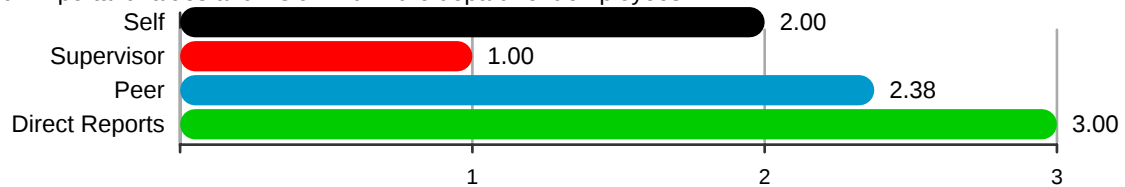
8. I create an environment that support learning and development.



9. You solicit performance feedback from others.



10. You instill important values and vision within the department employees.



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
6. You suggest methods to reduce stress within work environment.	15	2.13	33.3	20%	47%	33%
7. I link feedback to established goals, expectations, and organizational standards.	15	2.07	26.7	20%	53%	27%
8. I create an environment that support learning and development.	15	2.33	40.0	7%	53%	40%
9. You solicit performance feedback from others.	15	2.40	53.3	13%	33%	53%
10. You instill important values and vision within the department employees.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ has good knowledge and awareness of the strengths and talents within the organization.

Project Management

Definition:

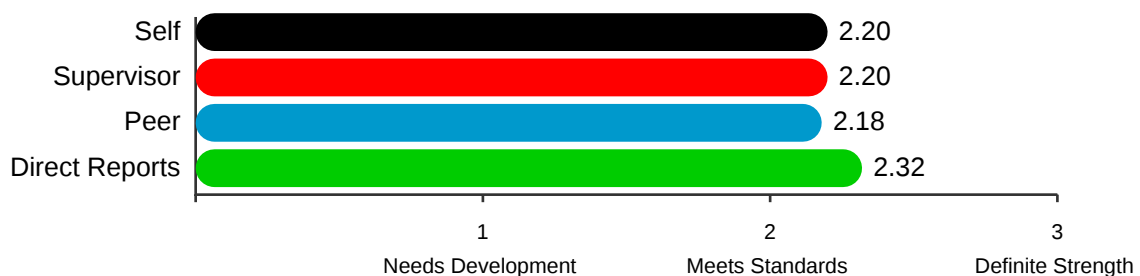
Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

Why this is Important:

Project Management (PM) is crucial for businesses because it provides a structured framework that helps ensure projects are completed on time, within budget, and to the desired quality standards. PM is the backbone of successful project execution, enabling businesses to navigate complex tasks and achieve their goals effectively. It's not just about keeping projects on track; it's about making the most effective use of available resources to maximize outcomes.

Summary Scores:

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



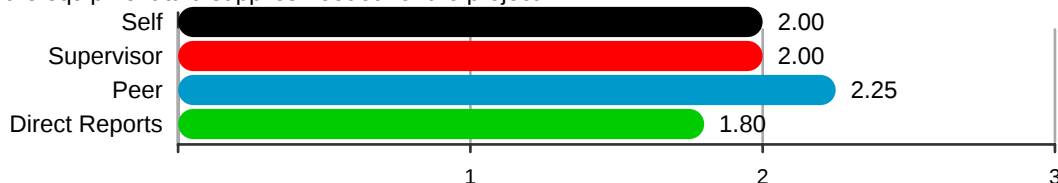
Scores on Each Item:

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

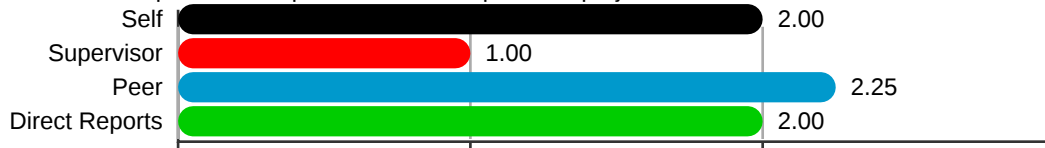
11. You regularly measure and record the progress of the project.



12. I locate the equipment and supplies needed for the project.



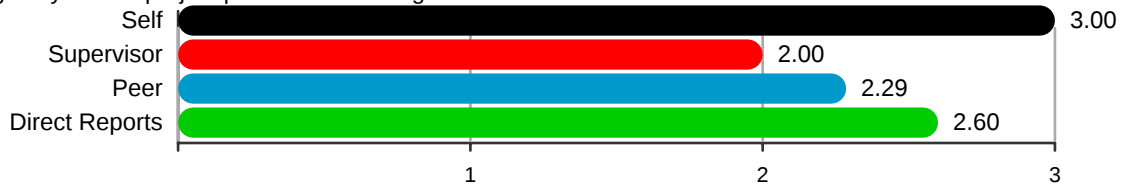
13. You document the sequence of steps needed to complete the project.



14. You establish the scope for the project.



15. You regularly review project performance and goals.



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
11. You regularly measure and record the progress of the project.	15	2.33	40.0	7%	53%	40%
12. I locate the equipment and supplies needed for the project.	15	2.07	20.0	13%	67%	20%
13. You document the sequence of steps needed to complete the project.	15	2.07	26.7	20%	53%	27%
14. You establish the scope for the project.	15	2.27	40.0	13%	47%	40%
15. You regularly review project performance and goals.	14	2.43	50.0	7%	43%	50%

Comments:

- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- More opportunities to share knowledge with the team.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- She listens to the team.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.

Action

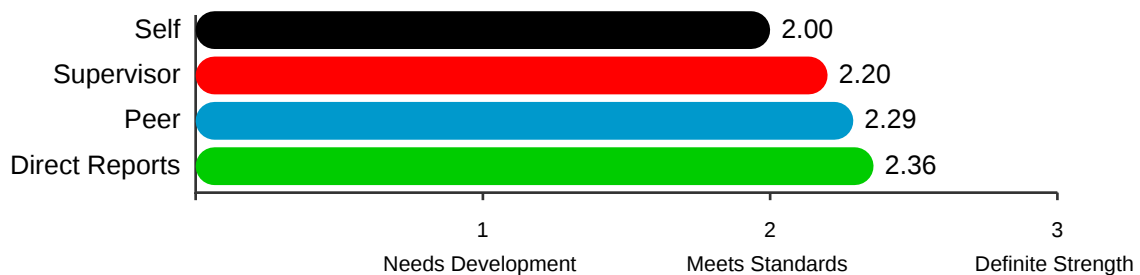
Definition:

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

Why this is Important:

Summary Scores:

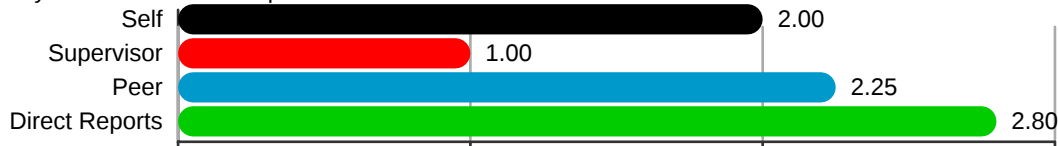
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I act quickly to create innovative products and services.



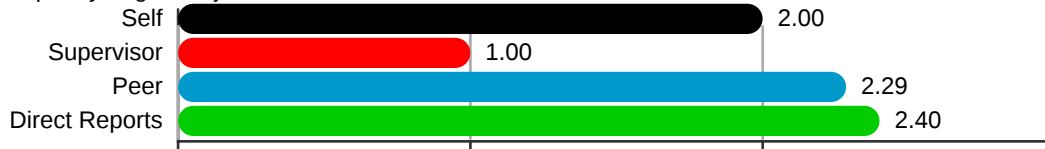
17. I take the initiative to address problems sooner rather than later.



18. You do whatever it takes (within reason) to get the job done.



19. You work quickly to get the job done.



20. You take advantage of opportunities to move the organization forward.



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
16. I act quickly to create innovative products and services.	15	2.33	46.7	13%	40%	47%
17. I take the initiative to address problems sooner rather than later.	15	2.33	40.0	7%	53%	40%
18. You do whatever it takes (within reason) to get the job done.	14	2.00	14.3	14%	71%	14%
19. You work quickly to get the job done.	14	2.21	42.9	21%	36%	43%
20. You take advantage of opportunities to move the organization forward.	15	2.53	60.0	7%	33%	60%

Comments:

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___!
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.

Innovation

Definition:

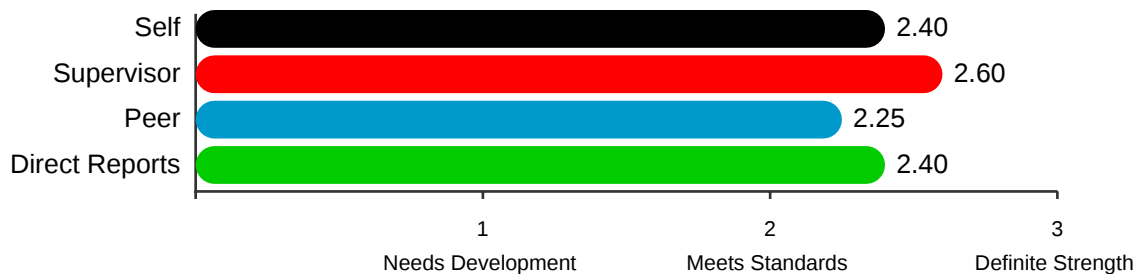
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to 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 foster a creative and dynamic work environment where employees feel empowered to contribute to the company's growth and success.



22. You modify innovative initiatives to capitalize on strengths and mitigate potential risks.



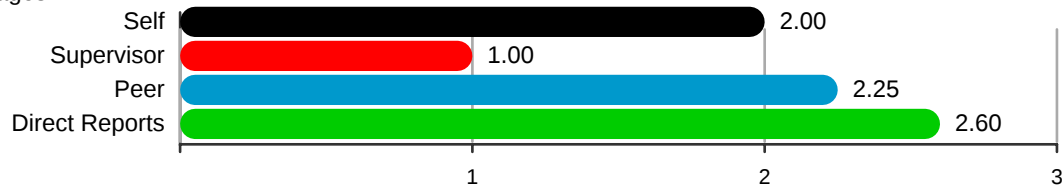
23. I allow employees to dedicate time and resources for innovation to empower them to think creatively and contribute to the department's growth and success.



24. You are not afraid to think outside the box when dealing with issues.



25. I am willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.



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		
21. I foster a creative and dynamic work environment where employees feel empowered to contribute to the company's growth and success.	15	2.60	66.7	7%	27%	67%
22. You modify innovative initiatives to capitalize on strengths and mitigate potential risks.	15	2.33	40.0	7%	53%	40%
23. I allow employees to dedicate time and resources for innovation to empower them to think creatively and contribute to the department's growth and success.	15	2.07	20.0	13%	67%	20%
24. You are not afraid to think outside the box when dealing with issues.	15	2.40	53.3	13%	33%	53%
25. I am willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	15	2.27	53.3	27%	20%	53%

Comments:

- 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.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- She is an excellent teammate, great attitude, effort, and energy.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- She will always be able to state that she did everything she could, she gives this job her all!

Punctuality

Definition:

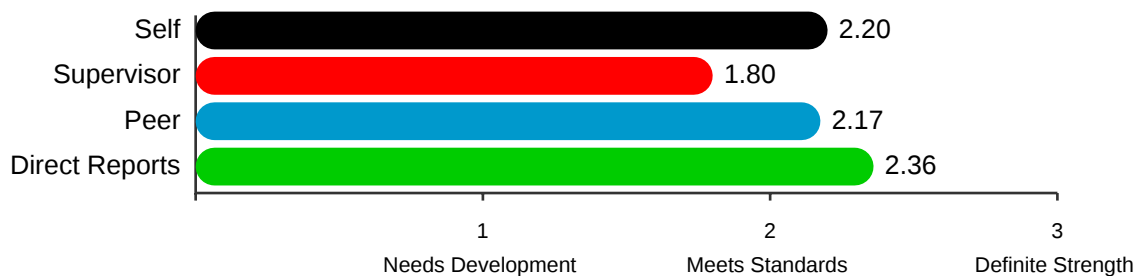
Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

Why this is Important:

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

Summary Scores:

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



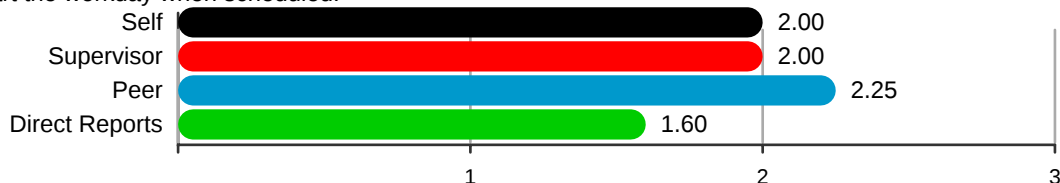
Scores on Each Item:

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

26. You avoid making personal phone calls during working hours.



27. You start the workday when scheduled.



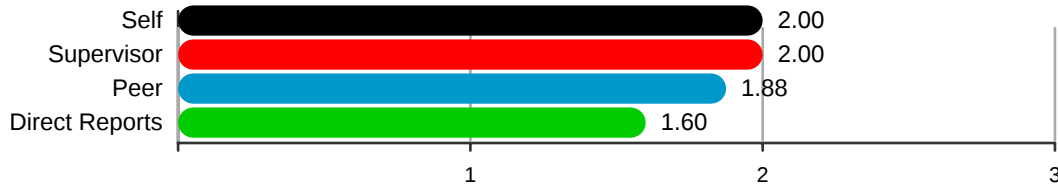
28. You respond to requests for information in a timely manner.



29. You arrive to meetings on time.



30. You maintain an efficient schedule of activities.



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
26. You avoid making personal phone calls during working hours.	15	2.20	33.3	13%	53%	33%
27. You start the workday when scheduled.	15	2.00	26.7	27%	47%	27%
28. You respond to requests for information in a timely manner.	15	2.47	53.3	7%	40%	53%
29. You arrive to meetings on time.	15	2.60	60.0		40%	60%
30. You maintain an efficient schedule of activities.	15	1.80	13.3	33%	53%	13%

Comments:

- I will always welcome ___'s direct, honest, caring feedback.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- She had done amazingly well considering all of the global threats to the product line.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- I like that she challenges me.

Juggling Multiple Responsibilities

Definition:

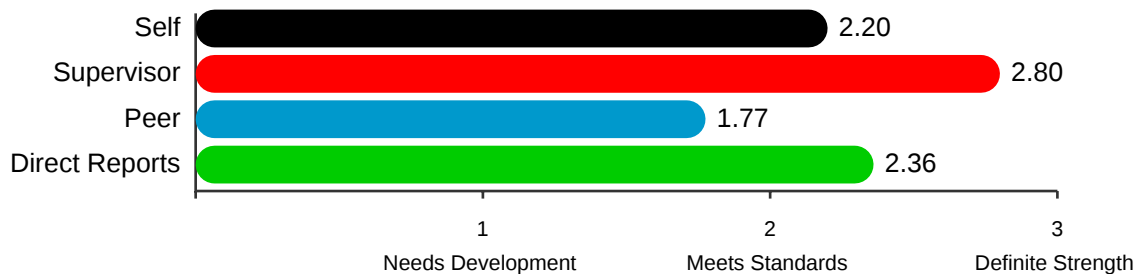
Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

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. You spend the most time and effort on critical tasks first.



32. You ensure that assignments are prioritized according to the needs of the department/company.



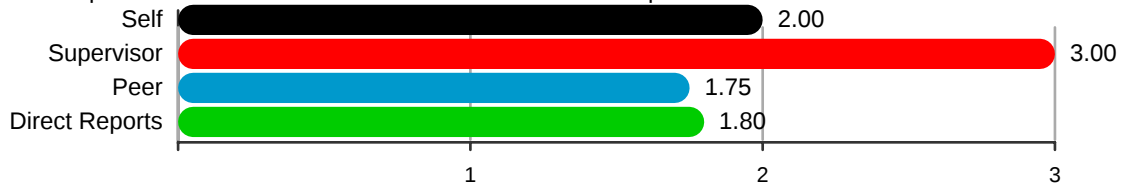
33. You organize tasks for the most efficient order of completion.



34. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



35. You rank the importance of tasks to make sure critical tasks are completed first.



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	Meets Standards	Definite Strength
				1 1	2 2	3 3
31. You spend the most time and effort on critical tasks first.	15	2.13	33.3	20%	47%	33%
32. You ensure that assignments are prioritized according to the needs of the department/company.	15	2.13	33.3	20%	47%	33%
33. You organize tasks for the most efficient order of completion.	15	2.07	33.3	27%	40%	33%
34. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	2.13	26.7	13%	60%	27%
35. You rank the importance of tasks to make sure critical tasks are completed first.	15	1.87	20.0	33%	47%	20%

Comments:

- Is a fantastic source of feedback and growth development.
- Works hard to build a team environment.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.

- ____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

Technical

Definition:

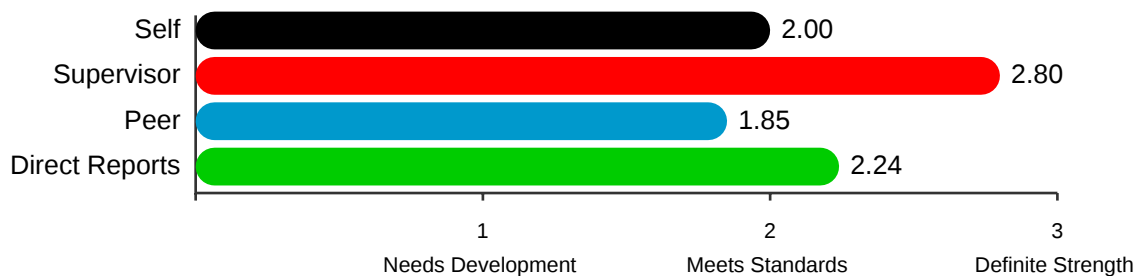
An expert in their field. Employee has the technical expertise to perform their job at a high level.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

36. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



37. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



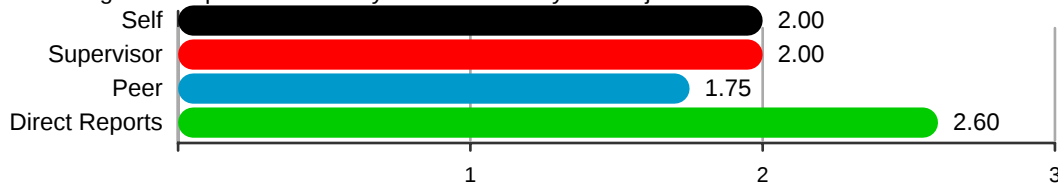
38. You willingly share your technical expertise; sought out as resource by others



39. You know how to produce high quality products/work.



40. You are knowledgeable of procedures or systems necessary for the job.



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. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	1.87	20.0	33%	47%	20%
37. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	1.93	13.3	20%	67%	13%
38. You willingly share your technical expertise; sought out as resource by others	15	2.07	33.3	27%	40%	33%
39. You know how to produce high quality products/work.	15	2.33	33.3		67%	33%
40. You are knowledgeable of procedures or systems necessary for the job.	15	2.07	33.3	27%	40%	33%

Comments:

- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- Provide more clarity. Increase your technical knowledge.
-

___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

Technology Use/Management

Definition:

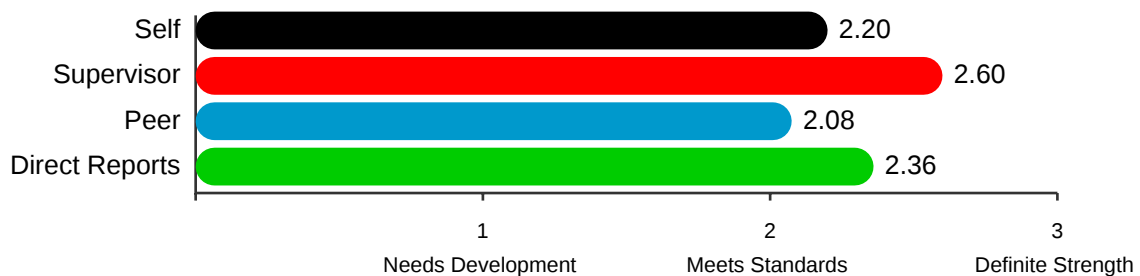
Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

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 apply complex rules and regulations to maintain optimal system performance.



42. You support technical training and development of employees.



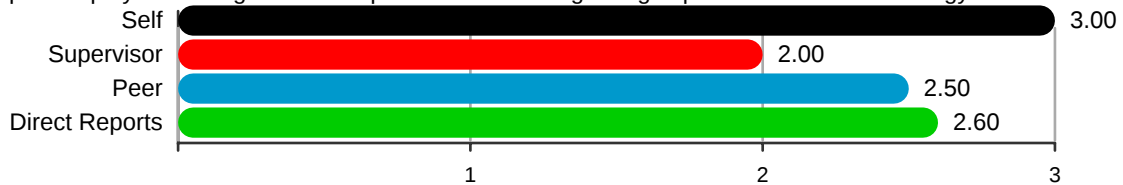
43. You understand and are committed to implementing new technologies.



44. You are proficient in the use of technical systems and processes.



45. You support employee training and development initiatives regarding implementation of technology.



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
41. You apply complex rules and regulations to maintain optimal system performance.	15	2.00	26.7	27%	47%	27%
42. You support technical training and development of employees.	15	2.13	33.3	20%	47%	33%
43. You understand and are committed to implementing new technologies.	15	2.20	40.0	20%	40%	40%
44. You are proficient in the use of technical systems and processes.	15	2.20	26.7	7%	67%	27%
45. You support employee training and development initiatives regarding implementation of technology.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- She is a real advocate for the customers. Excellent department and computer skills
- She is well respected by her peers and it is clear to see why.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- Closes off discussions with action plans.
- I know I can always count of ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.

Coaching

Definition:

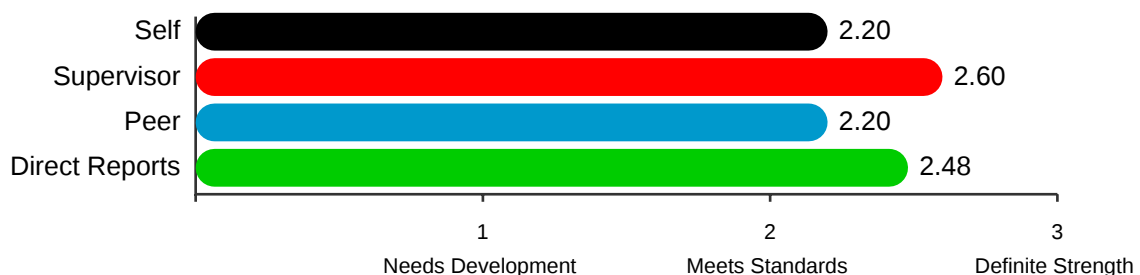
Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful impact.

Why this is Important:

Coaching is essential for businesses because it enhances employee performance, fosters innovation, and strengthens engagement by encouraging dialogue, introspection, and tailored guidance. It empowers employees to solve challenges, embrace growth, and align personal goals with organizational objectives, creating a culture of trust and development. By focusing on long-term potential and adaptability, coaching equips businesses to thrive in an evolving landscape while cultivating a motivated and capable workforce.

Summary Scores:

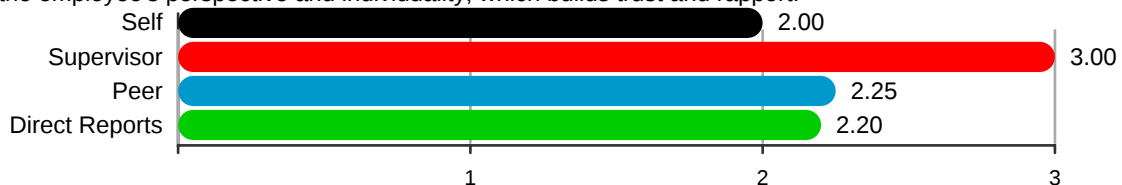
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

46. I value the employee's perspective and individuality, which builds trust and rapport.



47. You ask questions that lead to discovery, insight or action.



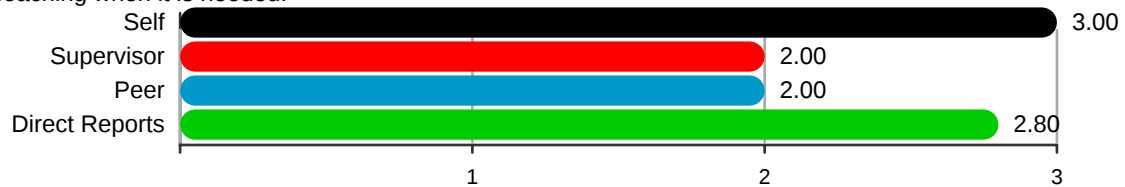
48. You encourage the employee to use brainstorming sessions to generate creative ideas, emphasizing that there are always multiple paths forward.



49. You help employees accept negative feedback without becoming defensive



50. I offer coaching when it is needed.



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
46. I value the employee's perspective and individuality, which builds trust and rapport.	15	2.27	26.7		73%	27%
47. You ask questions that lead to discovery, insight or action.	15	2.13	26.7	13%	60%	27%
48. You encourage the employee to use brainstorming sessions to generate creative ideas, emphasizing that there are always multiple paths forward.	15	2.40	40.0		60%	40%
49. You help employees accept negative feedback without becoming defensive	15	2.47	46.7		53%	47%
50. I offer coaching when it is needed.	15	2.33	46.7	13%	40%	47%

Comments:

- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Stay focused more on the agenda for meetings.

Fiscal Management

Definition:

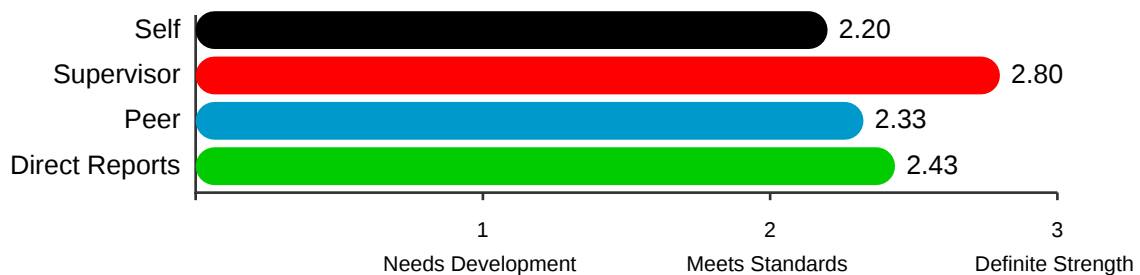
Maintains appropriate financial controls and budgets.

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.

51. You provide budgeting and accounting support to the Company.



52. You develop budgets and plans for various programs and initiatives.



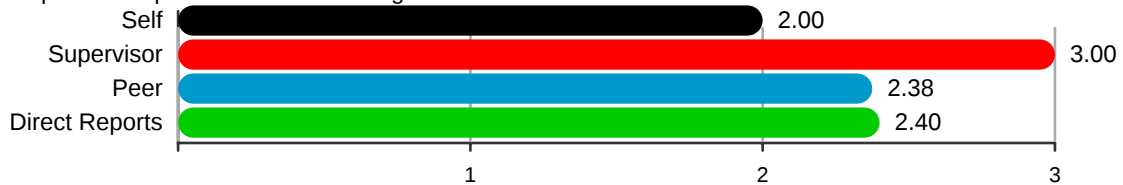
53. You are effective in using company's resources.



54. You monitor expenses and verify the need for items purchased.



55. You develop of the department's annual budget.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
51. You provide budgeting and accounting support to the Company.	14	2.21	28.6	7%	64%	29%
52. You develop budgets and plans for various programs and initiatives.	14	2.29	42.9	14%	43%	43%
53. You are effective in using company's resources.	15	2.53	53.3		47%	53%
54. You monitor expenses and verify the need for items purchased.	15	2.47	46.7		53%	47%
55. You develop of the department's annual budget.	15	2.40	40.0		60%	40%

Comments:

- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- Willingness to help, patience in teaching.
- She is respectful of the people she works with regardless of the level in the organization.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.