



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

May 2026

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.

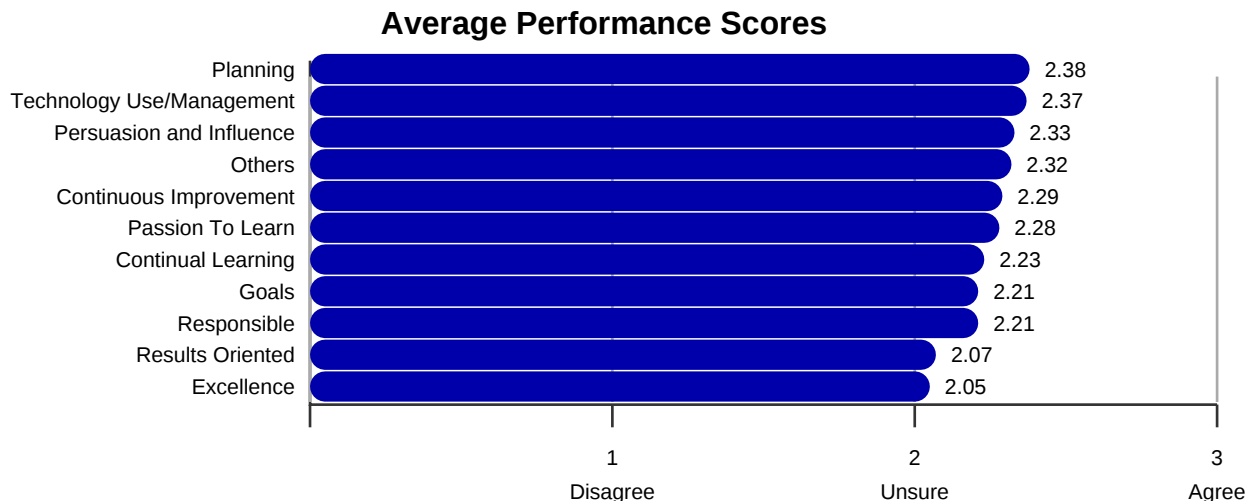
What to Do with Your Feedback

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

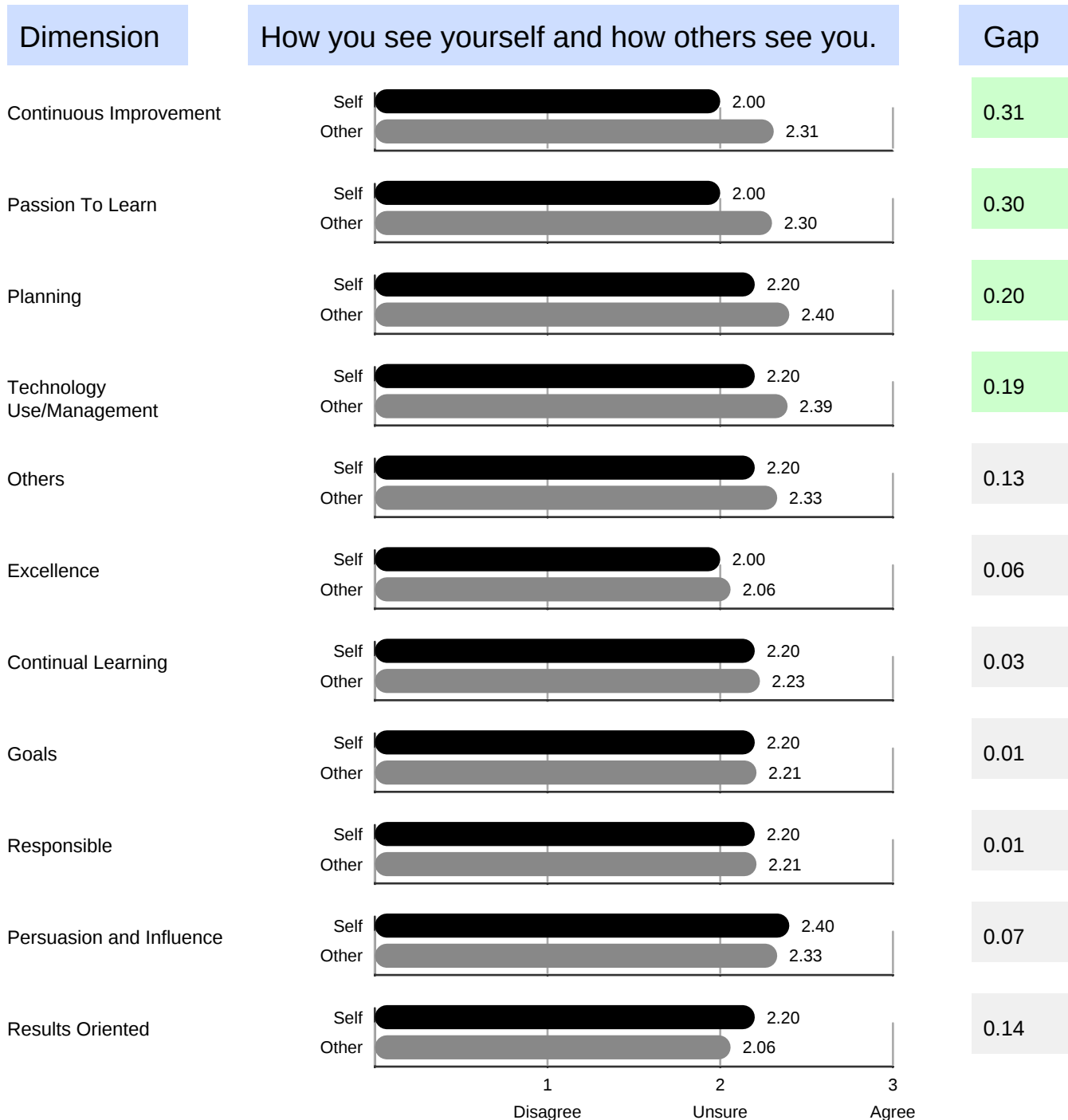
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



Technology Use/Management

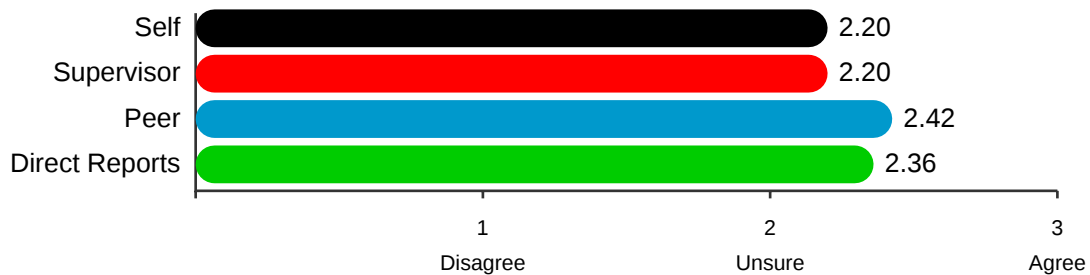
Definition:

Technology Use/Management is the ability to implement new technologies effectively while coordinating the human, technical, and organizational transitions required for successful change. It involves integrating systems and workflows across teams, evaluating options and risks, and applying analytical insight to ensure technology genuinely improves performance. It requires optimizing processes, governing technology use responsibly, allocating resources strategically, and measuring outcomes to ensure investments deliver meaningful ROI. It also includes developing staff capabilities, shaping a supportive digital culture, and aligning roles and training so employees can confidently adopt and sustain new tools.

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.

1. Coordinates system upgrades and integrations to align downstream tools, roles, and processes.



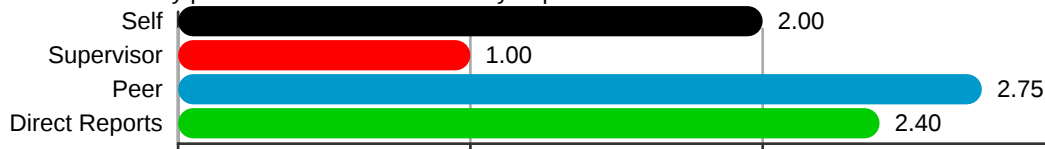
2. Identifies the technical skills required for current and emerging technologies and ensures the team has the right mix of talent to support them.



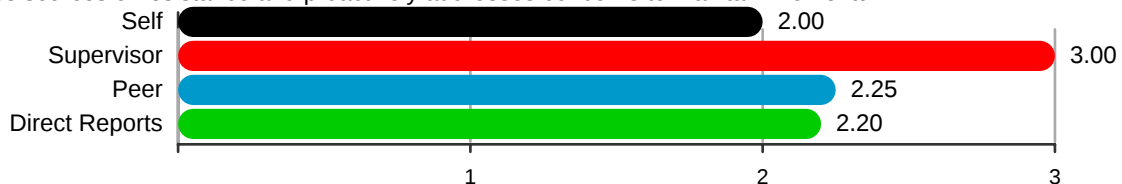
3. Translates technical outcomes into business-relevant insights so leaders can clearly understand the value, risks, and tradeoffs associated with technology decisions.



4. Identifies misuse or risky practices and intervenes early to prevent issues.



5. Identifies sources of resistance and proactively addresses concerns to maintain momentum.



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 1 1	Unsure 2 2	Agree 3 3
1. Coordinates system upgrades and integrations to align downstream tools, roles, and processes.	15	2.27	33.3	7%	60%	33%
2. Identifies the technical skills required for current and emerging technologies and ensures the team has the right mix of talent to support them.	15	2.53	73.3	20%	7%	73%
3. Translates technical outcomes into business-relevant insights so leaders can clearly understand the value, risks, and tradeoffs associated with technology decisions.	15	2.33	40.0	7%	53%	40%
4. Identifies misuse or risky practices and intervenes early to prevent issues.	15	2.47	53.3	7%	40%	53%
5. Identifies sources of resistance and proactively addresses concerns to maintain momentum.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
-

Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.

- ____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- Could benefit from increasing awareness on how much influence they have on the department.

Passion To Learn

Definition:

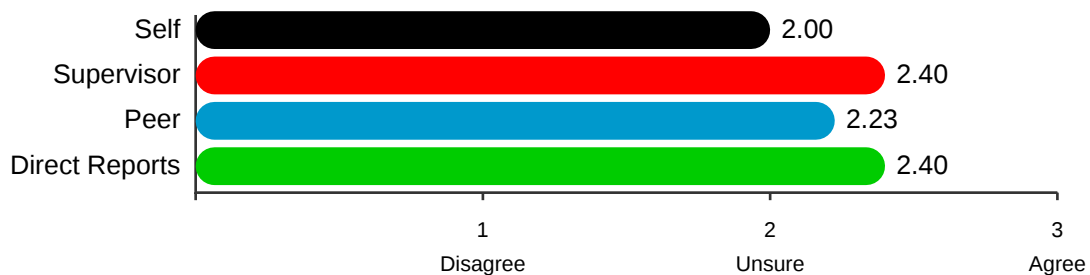
High level of curiosity and committed to their professional development.

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. Demonstrates a willingness to participate in continuing education courses.



7. Is committed to enhancing their own knowledge and skills.



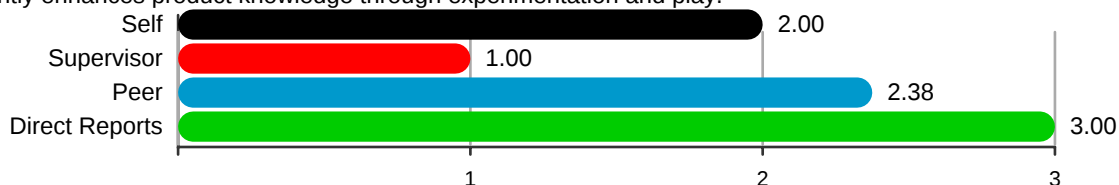
8. Creates an environment that supports personal development and exploration.



9. Enhances value to the company through additional training and development.



10. Constantly enhances product knowledge through experimentation and play.



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 1 1	Unsure 2 2	Agree 3 3
6. Demonstrates a willingness to participate in continuing education courses.	15	2.13	33.3	20%	47%	33%
7. Is committed to enhancing their own knowledge and skills.	15	2.07	26.7	20%	53%	27%
8. Creates an environment that supports personal development and exploration.	15	2.33	40.0	7%	53%	40%
9. Enhances value to the company through additional training and development.	15	2.40	53.3	13%	33%	53%
10. Constantly enhances product knowledge through experimentation and play.	15	2.47	60.0	13%	27%	60%

Comments:

- 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.
- She collaborates with all departments and operates under shared governance.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- I would like to see her expand personal long-term goals at the company.
- She is a fantastic resource.

Continual Learning

Definition:

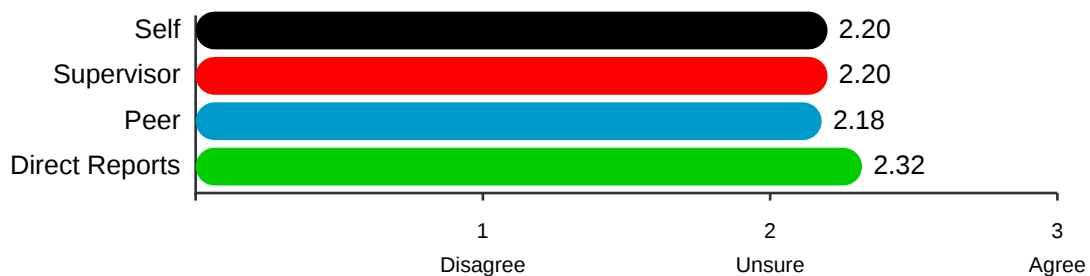
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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.



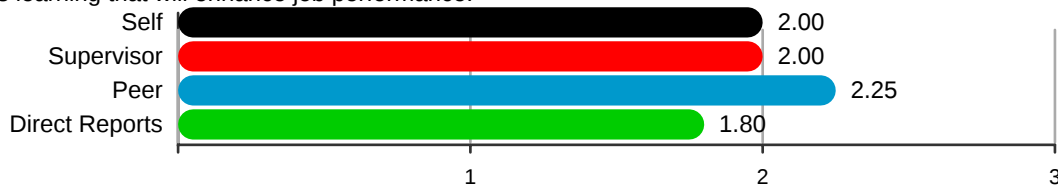
Scores on Each Item:

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

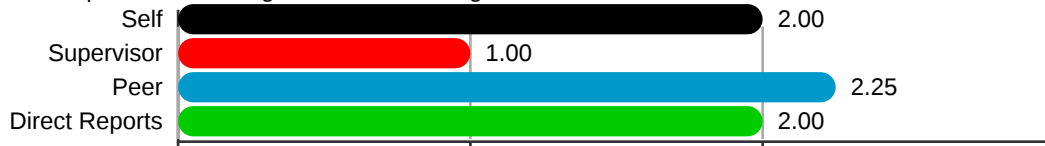
11. Builds on their strengths while addressing their weaknesses.



12. Pursues learning that will enhance job performance.



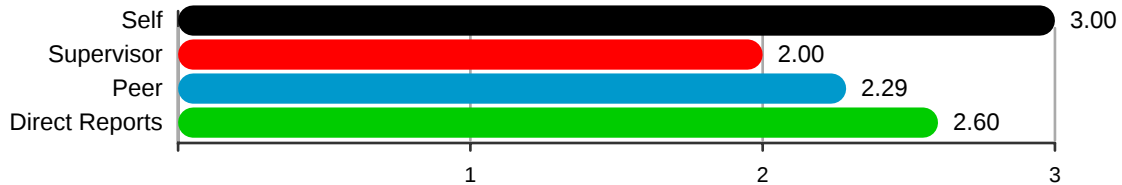
13. Pursues self-improvement through continual learning.



14. Grasps new ideas, concepts, technical, or business knowledge.



15. Improves on their skill sets.



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 1 1	Unsure 2 2	Agree 3 3
11. Builds on their strengths while addressing their weaknesses.	15	2.33	40.0	7%	53%	40%
12. Pursues learning that will enhance job performance.	15	2.07	20.0	13%	67%	20%
13. Pursues self-improvement through continual learning.	15	2.07	26.7	20%	53%	27%
14. Grasps new ideas, concepts, technical, or business knowledge.	15	2.27	40.0	13%	47%	40%
15. Improves on their skill sets.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- ___ is a very good leader.
- Her positive attitude is constant.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

Continuous Improvement

Definition:

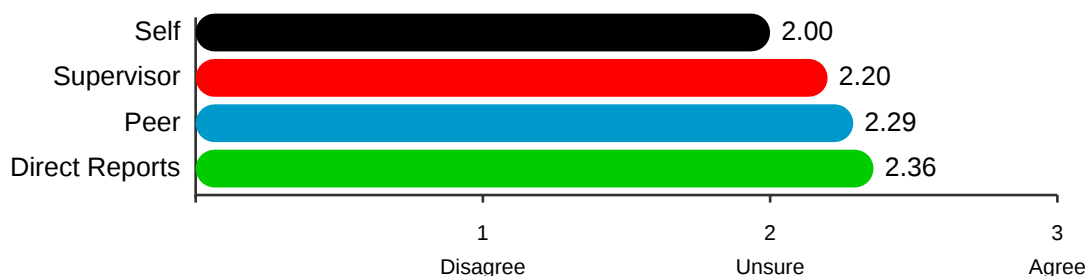
Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects first-timeright performance. It strengthens processes and systems by applying technical insight, data-driven analysis, Six Sigma methods, experimentation, and best-practice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with best-in-class performance.

Why this is Important:

Continuous Improvement is important to organizations because it creates a self-reinforcing engine of progress rather than relying on one-time fixes or heroic efforts. When employees and managers are committed, empowered, crossfunctional, and equipped with expertise, they continually refine processes, prevent problems, and get work right the first time $\frac{1}{2}$ which directly improves quality, speed, reliability, and customer satisfaction. By measuring performance, applying Six Sigma and analytical methods, experimenting, benchmarking against best-in-class standards, and sharing knowledge, organizations build systems that optimize themselves over time instead of degrading. Ultimately, Continuous Improvement strengthens resilience, reduces waste and cost, elevates workforce capability, and builds a culture where excellence is the norm $\frac{1}{2}$ giving companies a durable competitive advantage in any environment.

Summary Scores:

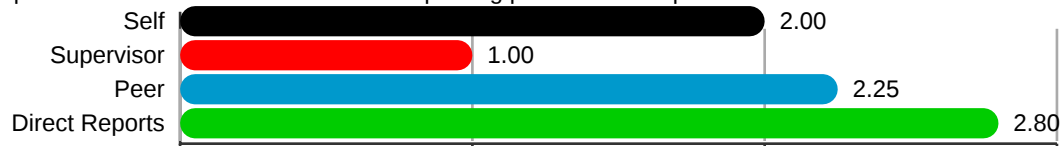
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Exhibits persistent focus and commitment to improving processes and performance.



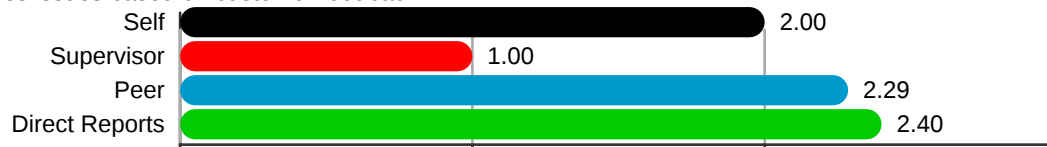
17. Establishes decision points during the production process at which quality is reviewed and assessed.



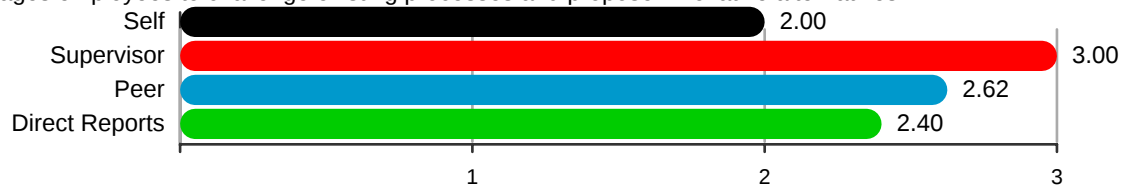
18. Prevents productivity downtime by addressing risks in advance.



19. Prioritizes issues based on customer feedback.



20. Encourages employees to challenge existing processes and propose innovative alternatives.



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 1	2 2	3 3
16. Exhibits persistent focus and commitment to improving processes and performance.	15	2.33	46.7	13%	40%	47%
17. Establishes decision points during the production process at which quality is reviewed and assessed.	15	2.33	40.0	7%	53%	40%
18. Prevents productivity downtime by addressing risks in advance.	14	2.00	14.3	14%	71%	14%
19. Prioritizes issues based on customer feedback.	14	2.21	42.9	21%	36%	43%
20. Encourages employees to challenge existing processes and propose innovative alternatives.	15	2.53	60.0	7%	33%	60%

Comments:

- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- I will always welcome ___'s direct, honest, caring feedback.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Persuasion and Influence

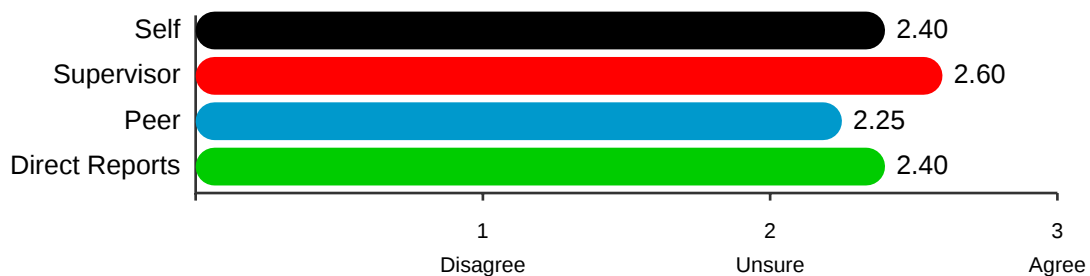
Definition:

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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.

21. Reframes disagreements as a path to better understanding, clarity and trust.



22. Engages in difficult conversations with honesty and respect, guided by core beliefs rather than tactical advantage.



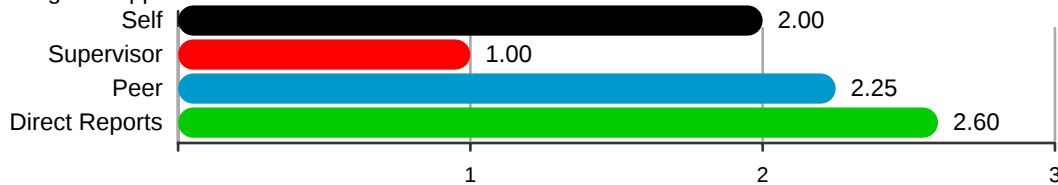
23. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.



24. Uses expertise to synthesize complex market, technical, or operational data into clear strategic implications.



25. Develops a good rapport with 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 1 1	Unsure 2 2	Agree 3 3
21. Reframes disagreements as a path to better understanding, clarity and trust.	15	2.60	66.7	7%	27%	67%
22. Engages in difficult conversations with honesty and respect, guided by core beliefs rather than tactical advantage.	15	2.33	40.0	7%	53%	40%
23. Shares relevant personal experiences to illustrate effective approaches and guide decision-making.	15	2.07	20.0	13%	67%	20%
24. Uses expertise to synthesize complex market, technical, or operational data into clear strategic implications.	15	2.40	53.3	13%	33%	53%
25. Develops a good rapport with others.	15	2.27	53.3	27%	20%	53%

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.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- She encourages individual and professional improvement and provides educational opportunities.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.

Goals

Definition:

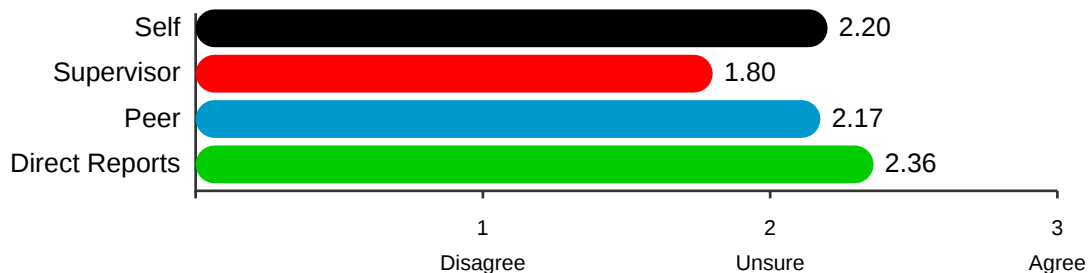
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

Why this is Important:

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

Summary Scores:

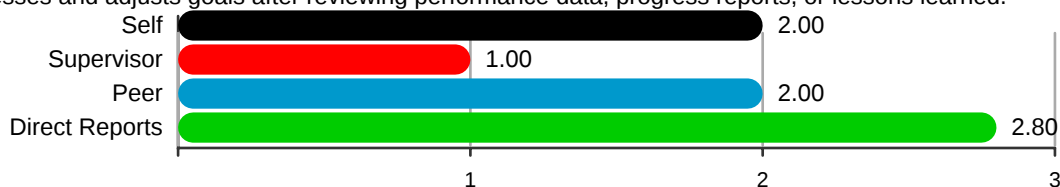
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

26. Reassesses and adjusts goals after reviewing performance data, progress reports, or lessons learned.



27. Establishes goals that are tailored to the specific context and requirements of each situation and task.



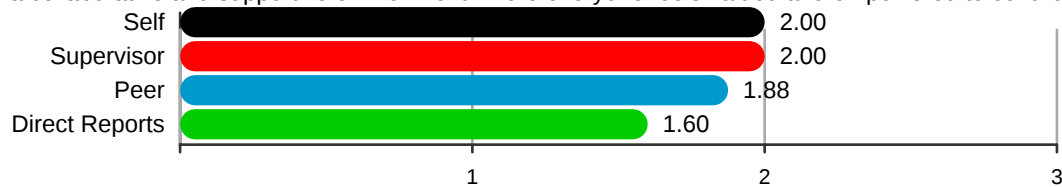
28. Knows the specific metrics, key performance indicators (KPIs), and benchmarks that are used to assess progress and success.



29. Maintains a clear overview of each goal's requirements and deadlines.



30. Fosters a collaborative and supportive environment where everyone feels valued and empowered to contribute their best efforts.



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 1 1	Unsure 2 2	Agree 3 3
26. Reassesses and adjusts goals after reviewing performance data, progress reports, or lessons learned.	15	2.20	33.3	13%	53%	33%
27. Establishes goals that are tailored to the specific context and requirements of each situation and task.	15	2.00	26.7	27%	47%	27%
28. Knows the specific metrics, key performance indicators (KPIs), and benchmarks that are used to assess progress and success.	15	2.47	53.3	7%	40%	53%
29. Maintains a clear overview of each goal's requirements and deadlines.	15	2.60	60.0		40%	60%
30. Fosters a collaborative and supportive environment where everyone feels valued and empowered to contribute their best efforts.	15	1.80	13.3	33%	53%	13%

Comments:

- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- ___ is an excellent Director.
- She has great sense of vision and purpose for the division and organization as a whole.
- ___ has nothing but [CompanyName]'s best interest at heart.
- She is very professional and caring in her job
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.

Results Oriented

Definition:

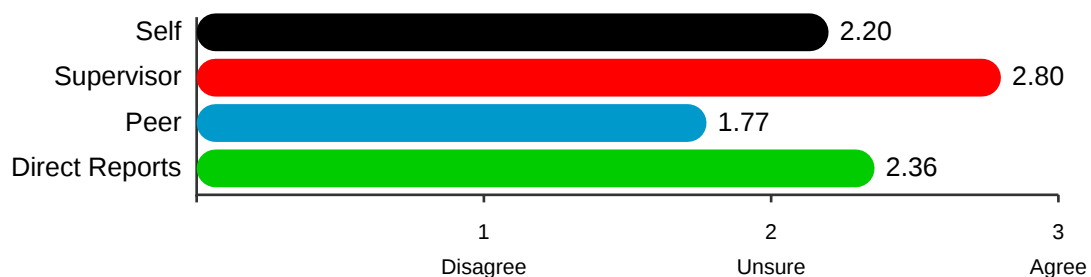
Results Oriented describes the ability to set clear, strategically aligned goals, prioritize the most urgent needs, and plan effectively by anticipating obstacles and adjusting approaches as conditions change. It reflects a disciplined focus on execution--staying on course despite distractions, remaining flexible when disruptions occur, and responding to setbacks with persistence, learning, and renewed direction. A resultsoriented individual actively monitors progress through performance measures and checkins, demonstrates a strong bias for action, and consistently achieves both short and longterm goals through motivation, accountability, and constructive communication. This mindset also emphasizes service, supportive supervision, and analytical decisionmaking, ensuring that people are helped, expectations are clear, strengths are leveraged, and tools or technologies are used to enhance efficiency and sustain high performance.

Why this is Important:

A resultsoriented mindset is vital because it turns strategy into tangible progress, ensuring that organizational goals don't remain abstract intentions but become measurable achievements. When people set aligned goals, prioritize effectively, plan ahead, and maintain focus, the organization gains consistency, predictability, and the ability to execute even under pressure or changing conditions. This discipline strengthens resilience: teams learn from setbacks, adapt quickly, monitor performance in real time, and take decisive action that keeps work moving forward and prevents small issues from becoming major obstacles. Just as importantly, a resultsoriented culture fuels motivation, accountability, and collaboration--people understand expectations, support one another, leverage their strengths, and use data and technology to deliver high performance, all of which drive longterm organizational success.

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. Adapts to disruptions in the supply chain to maintain production levels.



32. Concentrates efforts on the most urgent needs.



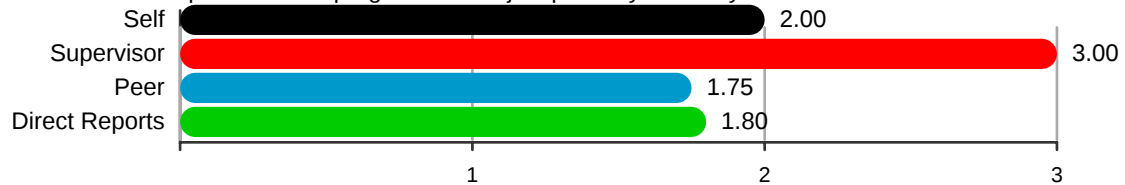
33. Completed work exceeds standards.



34. Quickly integrates feedback to refine execution plans without losing momentum.



35. Establishes feedback loops to monitor progress and adjust plans dynamically.



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 1 1	Unsure 2 2	Agree 3 3
31. Adapts to disruptions in the supply chain to maintain production levels.	15	2.13	33.3	20%	47%	33%
32. Concentrates efforts on the most urgent needs.	15	2.13	33.3	20%	47%	33%
33. Completed work exceeds standards.	15	2.07	33.3	27%	40%	33%
34. Quickly integrates feedback to refine execution plans without losing momentum.	15	2.13	26.7	13%	60%	27%
35. Establishes feedback loops to monitor progress and adjust plans dynamically.	15	1.87	20.0	33%	47%	20%

Comments:

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.

Excellence

Definition:

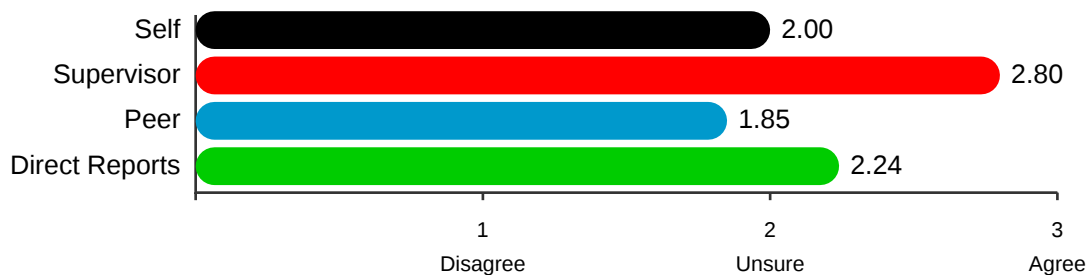
Is excellent in performing their job duties and tasks.

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.

36. Demonstrates the functional or technical skills necessary to do their job.



37. Can be counted on to add value wherever they are involved.



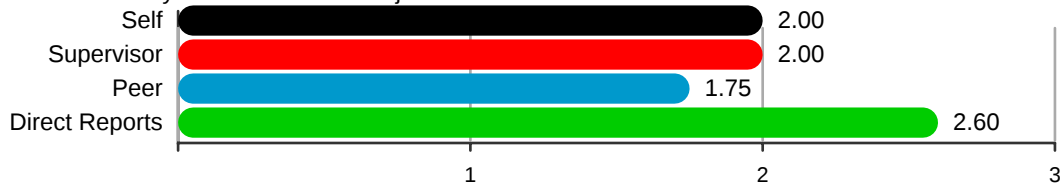
38. Is planful and organized.



39. Keeps themselves and others focused on constant improvement.



40. Demonstrates the analytical skills to do their job.



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 1 1	Unsure 2 2	Agree 3 3
36. Demonstrates the functional or technical skills necessary to do their job.	15	1.87	20.0	33%	47%	20%
37. Can be counted on to add value wherever they are involved.	15	1.93	13.3	20%	67%	13%
38. Is planful and organized.	15	2.07	33.3	27%	40%	33%
39. Keeps themselves and others focused on constant improvement.	15	2.33	33.3		67%	33%
40. Demonstrates the analytical skills to do their job.	15	2.07	33.3	27%	40%	33%

Comments:

- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She does follow up and follow through.
- ___ is very reliable and collaborates well on projects.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ is a very good leader.

Responsible

Definition:

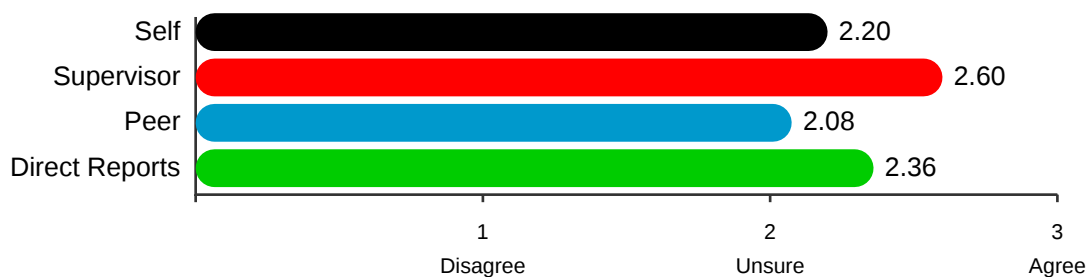
Takes responsibility for actions and sets a good example for others.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. Sets a good example.



42. Is a person you can trust.



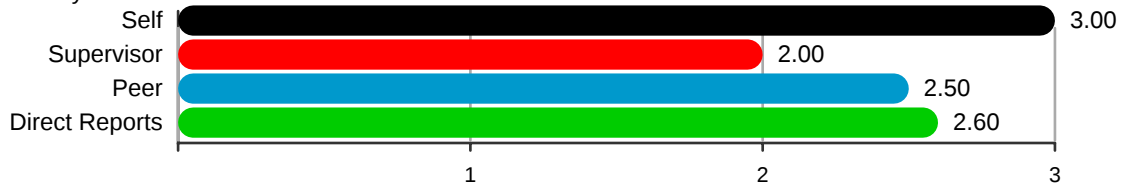
43. Behavior is ethical and honest.



44. ...takes personal responsibility for results.



45. Works in a way that makes others want to work with her/him.



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 1 1	Unsure 2 2	Agree 3 3
41. Sets a good example.	15	2.00	26.7	27%	47%	27%
42. Is a person you can trust.	15	2.13	33.3	20%	47%	33%
43. Behavior is ethical and honest.	15	2.20	40.0	20%	40%	40%
44. ...takes personal responsibility for results.	15	2.20	26.7	7%	67%	27%
45. Works in a way that makes others want to work with her/him.	15	2.53	60.0	7%	33%	60%

Comments:

- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- 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.
- ___ is a hands on leader in our program.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.

Others

Definition:

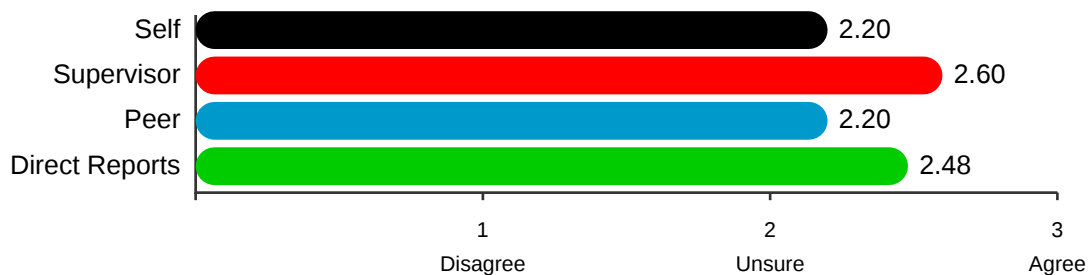
Works well with other employees.

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.



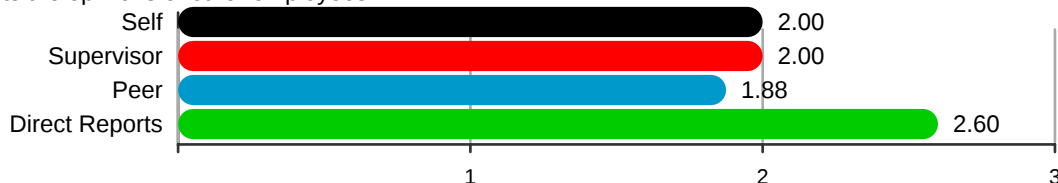
Scores on Each Item:

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

46. Is able to see issues from others' perspectives.



47. Respects the opinions of other employees.



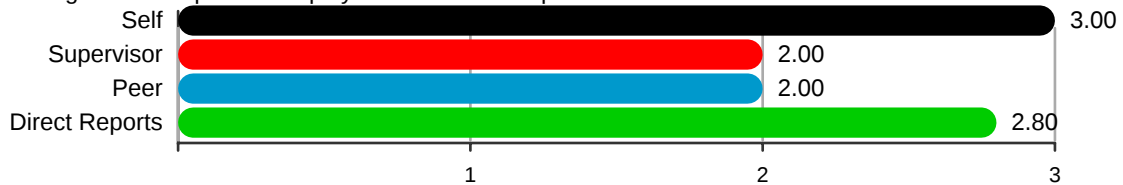
48. Supports the efforts of other employees in implementing solutions to problems.



49. Constructively receives criticism and suggestions from others.



50. Forms working relationships with employees from other departments.



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 1 1	Unsure 2 2	Agree 3 3
46. Is able to see issues from others' perspectives.	15	2.27	26.7		73%	27%
47. Respects the opinions of other employees.	15	2.13	26.7	13%	60%	27%
48. Supports the efforts of other employees in implementing solutions to problems.	15	2.40	40.0		60%	40%
49. Constructively receives criticism and suggestions from others.	15	2.47	46.7		53%	47%
50. Forms working relationships with employees from other departments.	15	2.33	46.7	13%	40%	47%

Comments:

- She is a joy to work for.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- She is a great teammate.
- ___ is an excellent communicator and is very open and supportive to her staff.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.

Planning

Definition:

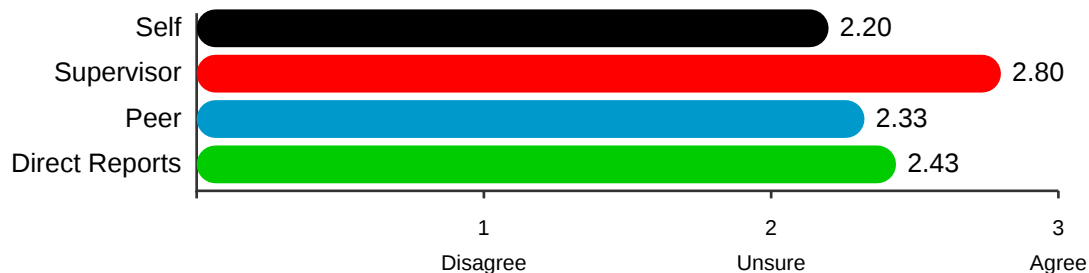
Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

Why this is Important:

Effective planning is essential for organizations and companies because it enhances efficiency, adaptability, and long-term success. By integrating forecasting, strategic planning, and resource management, businesses can anticipate challenges, allocate resources wisely, and maintain operational continuity. Planning also improves organization and prioritization, ensuring that tasks are executed effectively while aligning with company goals. Ultimately, a well-structured planning process strengthens decision-making, optimizes workflow, and enables organizations to navigate complexities with confidence.

Summary Scores:

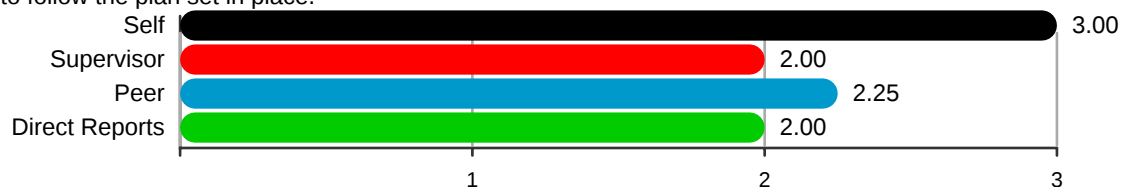
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

51. Is able to follow the plan set in place.



52. Anticipates obstacles and ways to overcome them.



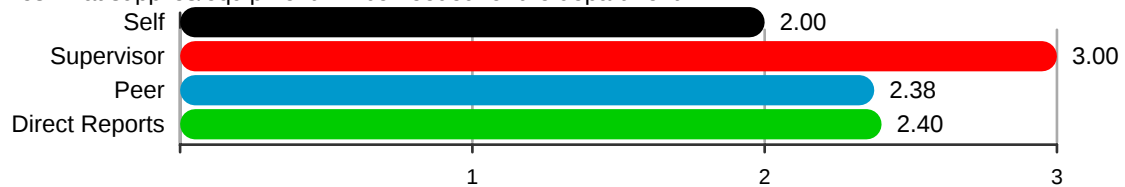
53. Effectively uses logistics planning to reduce supply delays.



54. Reduces uncertainty in the department through clear planning and schedules.



55. Determines what supplies/equipment will be needed for the department.



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 1 1	Unsure 2 2	Agree 3 3
51. Is able to follow the plan set in place.	14	2.21	28.6	7%	64%	29%
52. Anticipates obstacles and ways to overcome them.	14	2.29	42.9	14%	43%	43%
53. Effectively uses logistics planning to reduce supply delays.	15	2.53	53.3		47%	53%
54. Reduces uncertainty in the department through clear planning and schedules.	15	2.47	46.7		53%	47%
55. Determines what supplies/equipment will be needed for the department.	15	2.40	40.0		60%	40%

Comments:

- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.