



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.

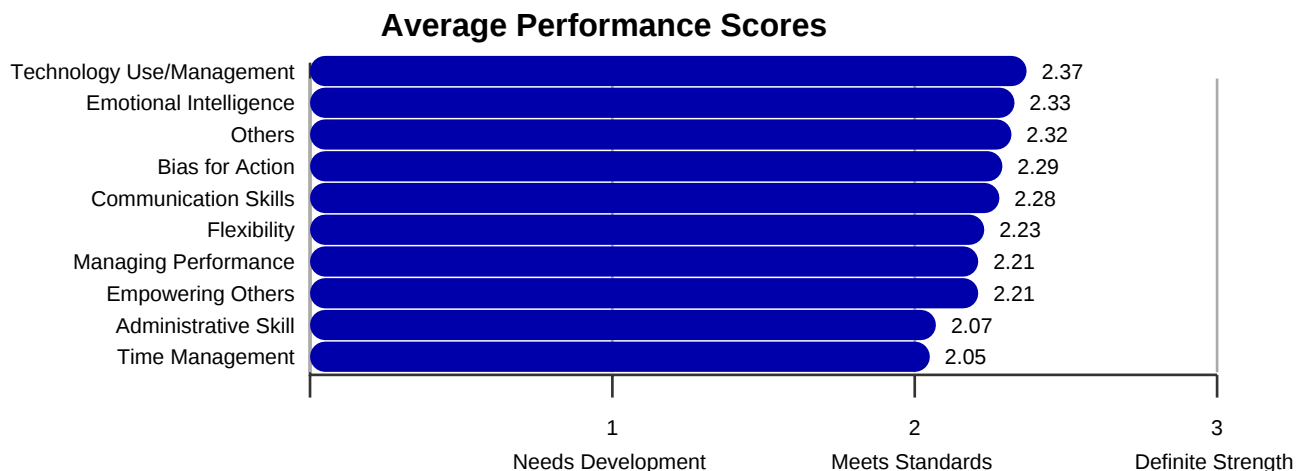
What to Do with Your Feedback

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 10 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

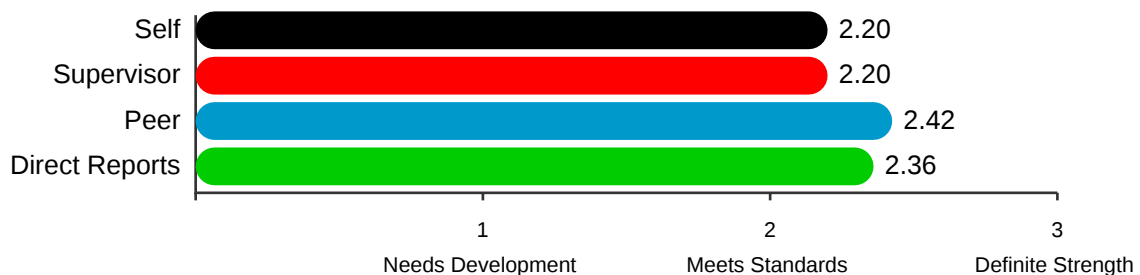
Definition:

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. Works with IT and process owners to close gaps that slow down collaboration or decision-making.



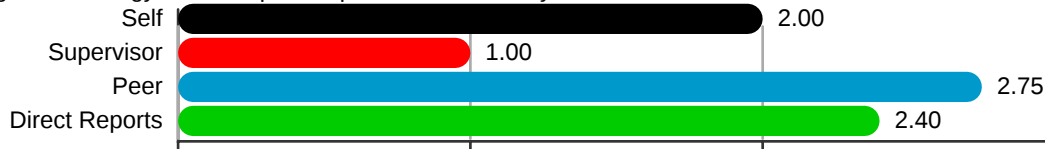
2. Uses technology to optimize supply chains and acquisition of resources.



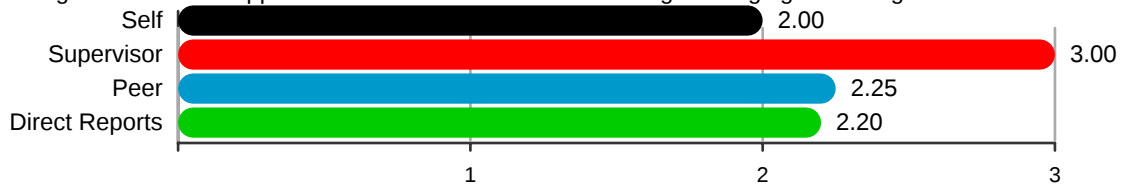
3. Understands and is committed to implementing new technologies.



4. Leverages technology use to improve operational efficiency.



5. Identifies long-term business opportunities that can be unlocked through emerging technologies.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
1. Works with IT and process owners to close gaps that slow down collaboration or decision-making.	15	2.27	33.3	7%	60%	33%
2. Uses technology to optimize supply chains and acquisition of resources.	15	2.53	73.3	20%	7%	73%
3. Understands and is committed to implementing new technologies.	15	2.33	40.0	7%	53%	40%
4. Leverages technology use to improve operational efficiency.	15	2.47	53.3	7%	40%	53%
5. Identifies long-term business opportunities that can be unlocked through emerging technologies.	15	2.27	40.0	13%	47%	40%

Comments:

- He has taken his team to the next level.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He makes me feel like an important and valued team member.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- He has an open door policy and is available when needed.

Communication Skills

Definition:

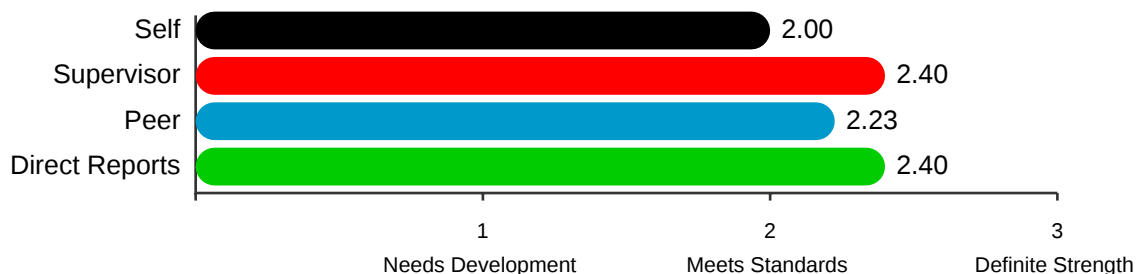
Communication skills encompass the ability to effectively convey ideas, emotions, and information through clarity, audience awareness, and responsiveness while maintaining professionalism and openness. Strong communicators use multiple methods to connect with others, adapting their approach to suit diverse audiences and ensuring messages are succinct, timely, and impactful. By being attentive, energetic, and persuasive, they excel in delivering presentations, coaching others, and fostering collaboration, empowering teams to achieve shared goals and organizational success.

Why this is Important:

Strong communication skills help organizations and companies as they ensure clear, effective exchange of ideas and information, which drives productivity, collaboration, and alignment toward shared goals. Leaders and employees who communicate with clarity, responsiveness, and professionalism create an environment of trust and mutual understanding, fostering teamwork and reducing misunderstandings. Moreover, timely and impactful communication—whether delivering presentations, providing feedback, or addressing challenges—enhances decision-making, empowers individuals, and strengthens relationships, leading to overall organizational success and adaptability.

Summary Scores:

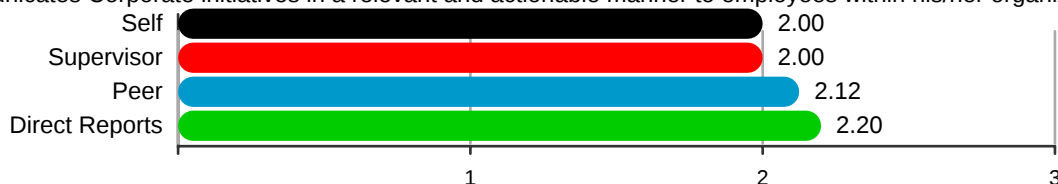
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

6. Communicates Corporate initiatives in a relevant and actionable manner to employees within his/her organization.



7. Responds to critical concerns of stakeholders.



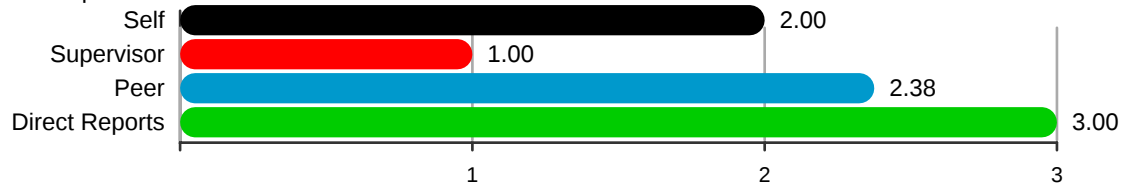
8. Effectively engages with everyone from the CEO to external partners.



9. Coaches others and provides feedback on the use of different oral communication styles for different audiences



10. Able to deliver presentations.



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
6. Communicates Corporate initiatives in a relevant and actionable manner to employees within his/her organization.	15	2.13	33.3	20%	47%	33%
7. Responds to critical concerns of stakeholders.	15	2.07	26.7	20%	53%	27%
8. Effectively engages with everyone from the CEO to external partners.	15	2.33	40.0	7%	53%	40%
9. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	2.40	53.3	13%	33%	53%
10. Able to deliver presentations.	15	2.47	60.0	13%	27%	60%

Comments:

- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- I think he is the kind of manager our department has needed and will continue to need.

Flexibility

Definition:

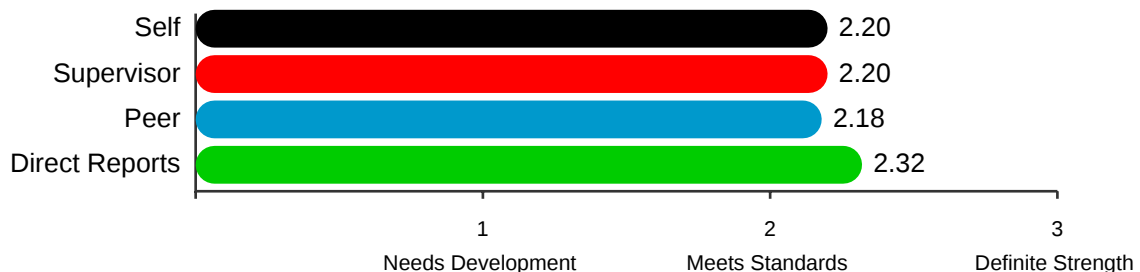
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes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

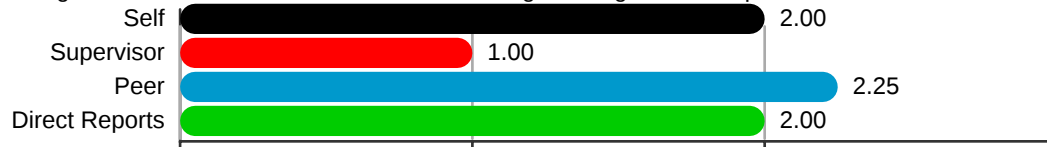
11. Encourages a culture of experimentation and innovation.



12. Is flexible in responding to customer needs.



13. Able to change the workflow as needed to facilitate changes in regulations or policies.



14. Promotes flexibility in approaches by encouraging employees to think outside the box and experiment with new methods and ideas.



15. Adapts quickly to new technologies that impact the production line.



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
11. Encourages a culture of experimentation and innovation.	15	2.33	40.0	7%	53%	40%
12. Is flexible in responding to customer needs.	15	2.07	20.0	13%	67%	20%
13. Able to change the workflow as needed to facilitate changes in regulations or policies.	15	2.07	26.7	20%	53%	27%
14. Promotes flexibility in approaches by encouraging employees to think outside the box and experiment with new methods and ideas.	15	2.27	40.0	13%	47%	40%
15. Adapts quickly to new technologies that impact the production line.	14	2.43	50.0	7%	43%	50%

Comments:

- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- He is a high energy individual, with a level of integrity that goes above and beyond.
- He has a very engaging style which generates trust and respect.
- He has taken his team to the next level.
- _____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- He is beginning to reach out to the other managers more, and it is appreciated.

Bias for Action

Definition:

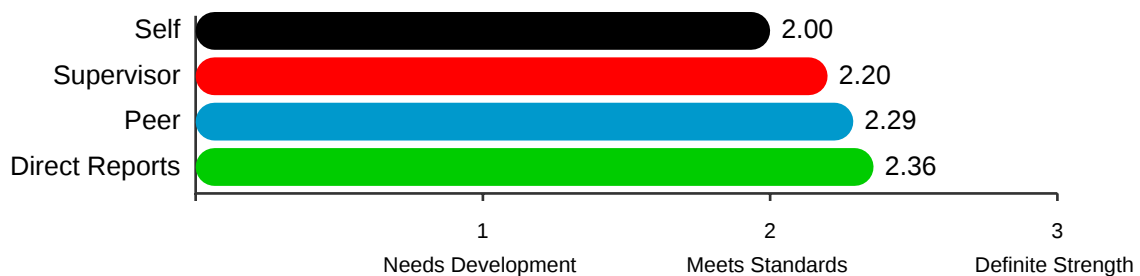
Bias for Action is the proactive tendency to take initiative, make timely decisions, and prioritize progress without waiting for external prompts. It embodies qualities such as ambition, drive, and resilience, while relying on focus, organization, and a goal-oriented mindset to ensure productivity and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

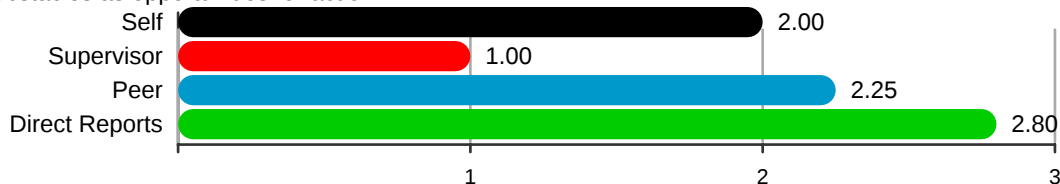
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Views obstacles as opportunities for action.



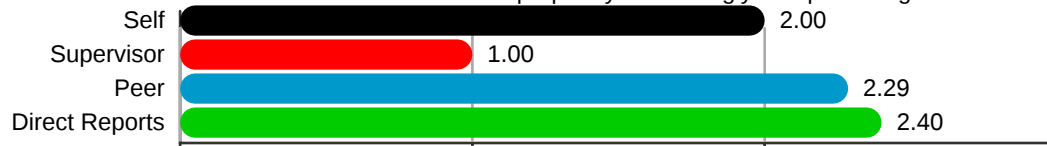
17. Eagerly volunteers for projects.



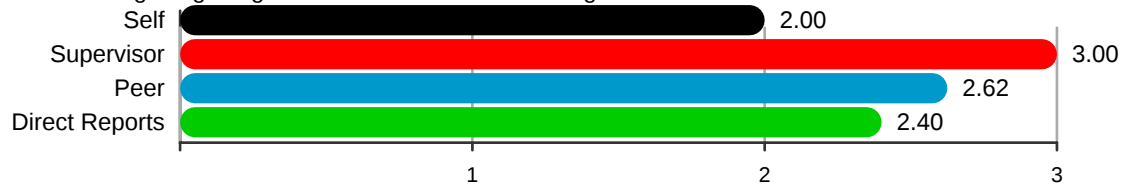
18. Assumes full accountability for overseeing and executing the essential tasks required to achieve the desired outcomes.



19. Coaches others to foster an environment which can adapt quickly and willingly to rapid change.



20. Is concerned about getting things done on time and within budget



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are 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
16. Views obstacles as opportunities for action.	15	2.33	46.7	13%	40%	47%
17. Eagerly volunteers for projects.	15	2.33	40.0	7%	53%	40%
18. Assumes full accountability for overseeing and executing the essential tasks required to achieve the desired outcomes.	14	2.00	14.3	14%	71%	14%
19. Coaches others to foster an environment which can adapt quickly and willingly to rapid change.	14	2.21	42.9	21%	36%	43%
20. Is concerned about getting things done on time and within budget	15	2.53	60.0	7%	33%	60%

Comments:

- He is very collaborative and always attempts to work with others.
- He is determined to find the answer to any problem or obstacle in his way.
- Overall I think he does a great job and he is very approachable.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- What I like is his standard line what resources do you need from me to make this work?

Emotional Intelligence

Definition:

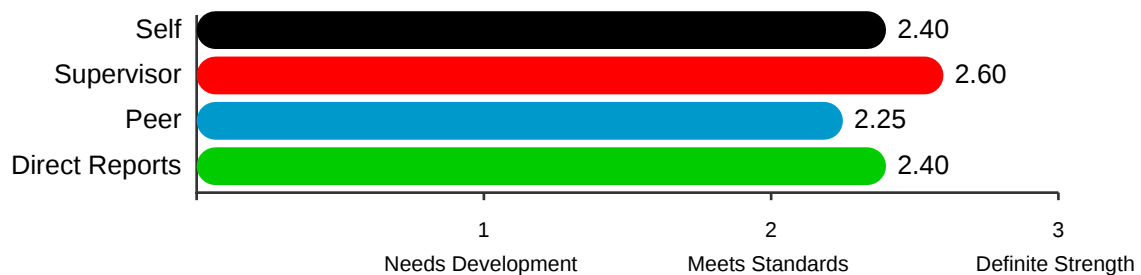
Ability to perceive, interpret, and understand the emotions of others.

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.



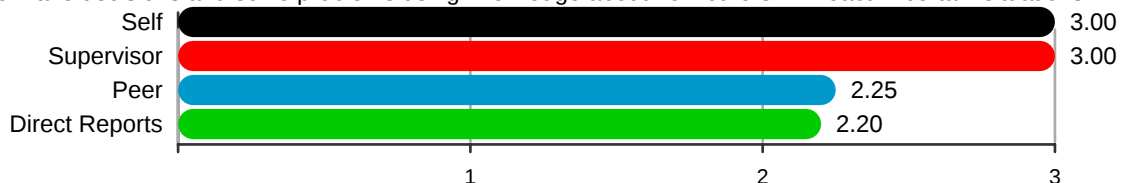
Scores on Each Item:

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

21. Able to understand others' points of view.



22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



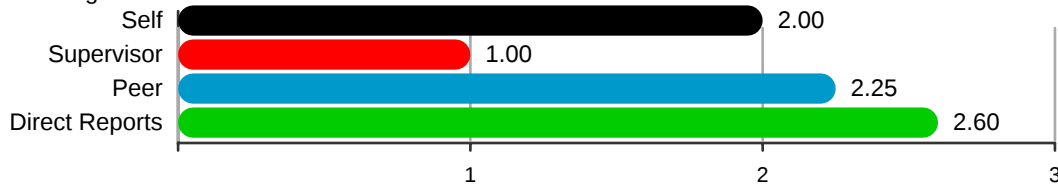
23. Is able to control their own emotions.



24. Accurately perceives the emotional reactions of others.



25. Is able to manage their own emotions.



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
21. Able to understand others' points of view.	15	2.60	66.7	7%	27%	67%
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
23. Is able to control their own emotions.	15	2.07	20.0	13%	67%	20%
24. Accurately perceives the emotional reactions of others.	15	2.40	53.3	13%	33%	53%
25. Is able to manage their own emotions.	15	2.27	53.3	27%	20%	53%

Comments:

- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- He could benefit from becoming more comfortable challenging others.
- I really enjoy working with _____ and I respect his as a leader and role model.
- _____ leads by example. Great Employee engagement.
- _____ always goes above and beyond in his daily work.

Managing Performance

Definition:

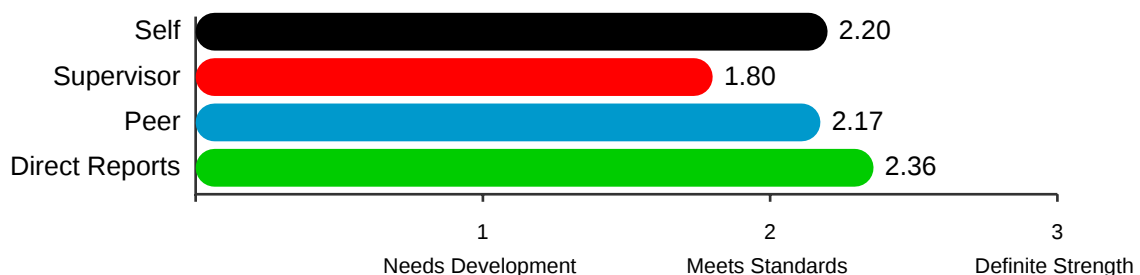
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why this is Important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Summary Scores:

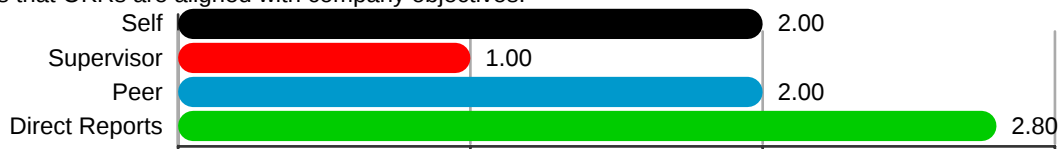
The summary scores shown here are an average of each of the items in this competency.



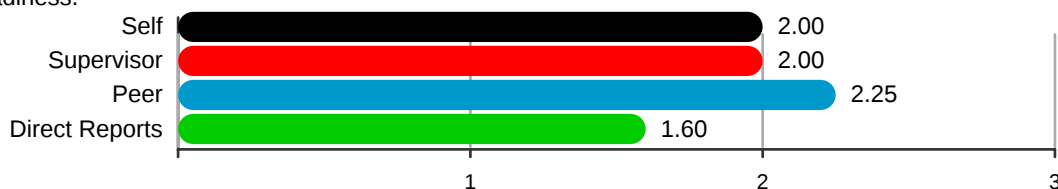
Scores on Each Item:

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

26. Ensures that OKRs are aligned with company objectives.



27. Uses increased responsibility as a structured development tool, aligning new duties with the employee's long-term career path and readiness.



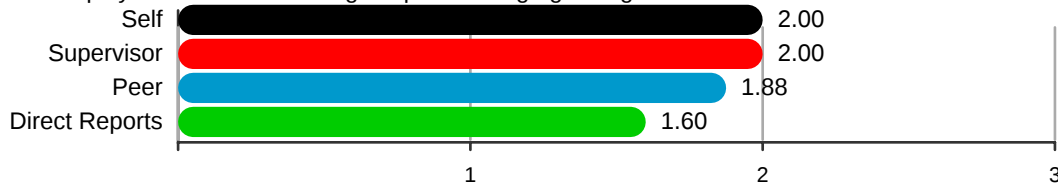
28. Provides employees with ownership of more complex tasks to strengthen judgment, autonomy, and decision-making skills.



29. Implements remediation plans as needed.



30. Recognizes employees who have courage in persevering against great odds and difficulties.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. Ensures that OKRs are aligned with company objectives.	15	2.20	33.3	13%	53%	33%
27. Uses increased responsibility as a structured development tool, aligning new duties with the employee's long-term career path and readiness.	15	2.00	26.7	27%	47%	27%
28. Provides employees with ownership of more complex tasks to strengthen judgment, autonomy, and decision-making skills.	15	2.47	53.3	7%	40%	53%
29. Implements remediation plans as needed.	15	2.60	60.0		40%	60%
30. Recognizes employees who have courage in persevering against great odds and difficulties.	15	1.80	13.3	33%	53%	13%

Comments:

- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- Always conducts himself in a professional manner.
- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- Provide regular updates on the progress of work/tasks/projects.
- He has been challenging us to find other ways to communicate that would be effective, other than email.

Administrative Skill

Definition:

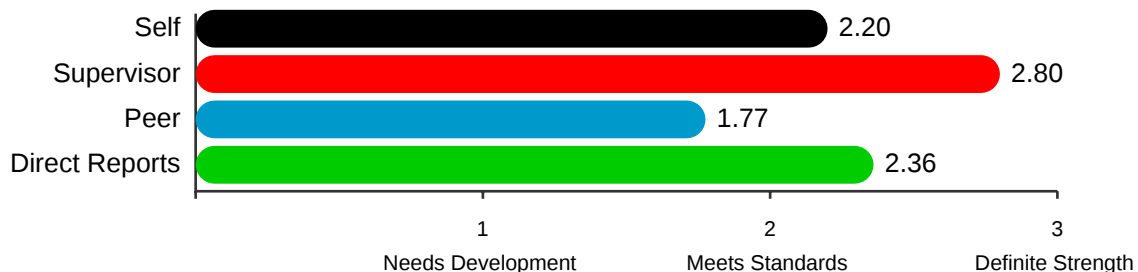
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

Why this is Important:

Administrative skills are vital in business because they ensure the smooth and efficient operation of an organization. By managing schedules, organizing documents, and implementing processes, individuals with strong administrative abilities create a structured environment that allows teams to focus on their goals without unnecessary distractions. These skills also play a critical role in effective communication, enabling the clear exchange of information among colleagues, clients, and stakeholders, which is essential for collaboration and decision-making.

Summary Scores:

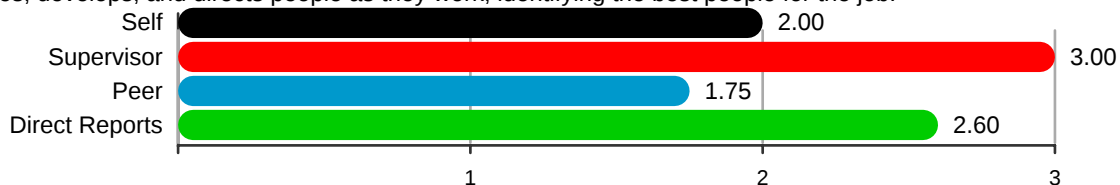
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

31. Motivates, develops, and directs people as they work, identifying the best people for the job.



32. Provides high-level administrative support and assistance.



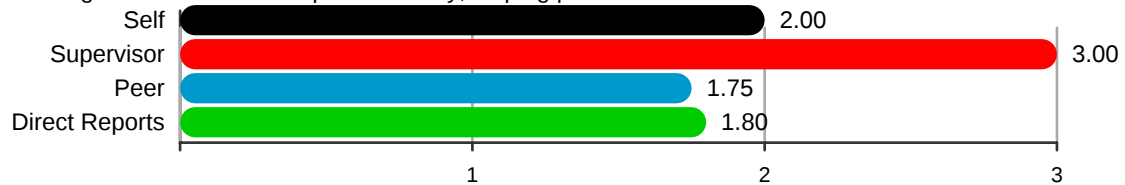
33. Tailors communication to the audience's level to ensure messages are accessible and meaningful.



34. Takes time to grasp the points being made, and ensures individuals feel heard.



35. Navigates disagreements or tension professionally, helping parties reach constructive outcomes.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
31. Motivates, develops, and directs people as they work, identifying the best people for the job.	15	2.13	33.3	20%	47%	33%
32. Provides high-level administrative support and assistance.	15	2.13	33.3	20%	47%	33%
33. Tailors communication to the audience's level to ensure messages are accessible and meaningful.	15	2.07	33.3	27%	40%	33%
34. Takes time to grasp the points being made, and ensures individuals feel heard.	15	2.13	26.7	13%	60%	27%
35. Navigates disagreements or tension professionally, helping parties reach constructive outcomes.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything is important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are his. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- _____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- _____ works to keep up but a lot of new concepts.
- _____ is a hands on leader in our program.

Time Management

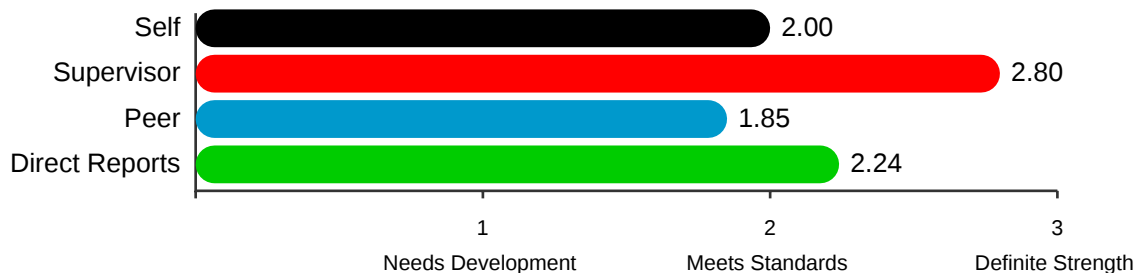
Definition:

Time Management is the ability to allocate time effectively toward prioritized tasks while avoiding distractions and non-essential activities that reduce workplace efficiency. It involves setting clear goals, maintaining focus, and acting with urgency to tackle pressing issues and meet deadlines despite time constraints. Time Management also includes strategies such as automating repetitive tasks, delegating responsibilities, and sequencing work through schedules and to-do lists that support accurate monitoring and consistent productivity. By using time purposefully and adjusting priorities proactively, individuals maximize value, sustain momentum, and achieve a healthy balance between professional output and personal well-being.

Why this is Important:

Summary Scores:

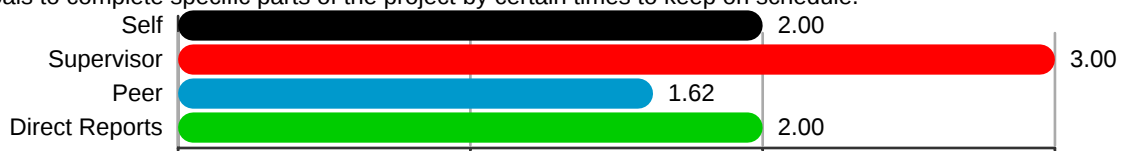
The summary scores shown here are an average of each of the items in this competency.



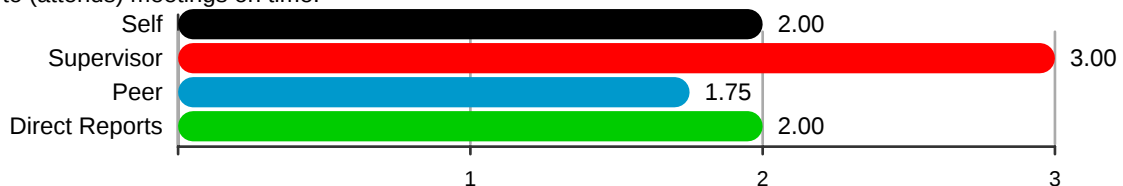
Scores on Each Item:

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

36. Sets goals to complete specific parts of the project by certain times to keep on schedule.



37. Arrives to (attends) meetings on time.



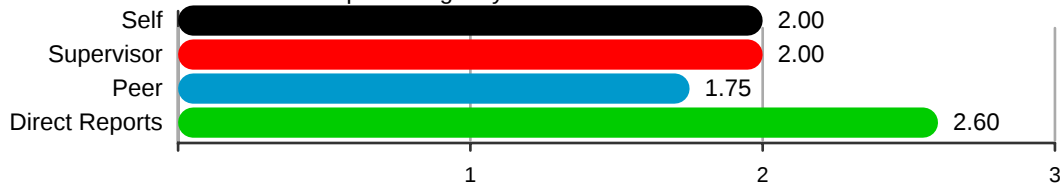
38. Completes work on a timely basis.



39. Stays on track by effectively using the project schedule.



40. Determines which tasks need to be completed urgently.



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
36. Sets goals to complete specific parts of the project by certain times to keep on schedule.	15	1.87	20.0	33%	47%	20%
37. Arrives to (attends) meetings on time.	15	1.93	13.3	20%	67%	13%
38. Completes work on a timely basis.	15	2.07	33.3	27%	40%	33%
39. Stays on track by effectively using the project schedule.	15	2.33	33.3		67%	33%
40. Determines which tasks need to be completed urgently.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ has also attended many off-site events to show his support to department staff.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- I think _____ works really hard to engage with everyone of us.
- _____ teams with others to improve communication and process.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.

Empowering Others

Definition:

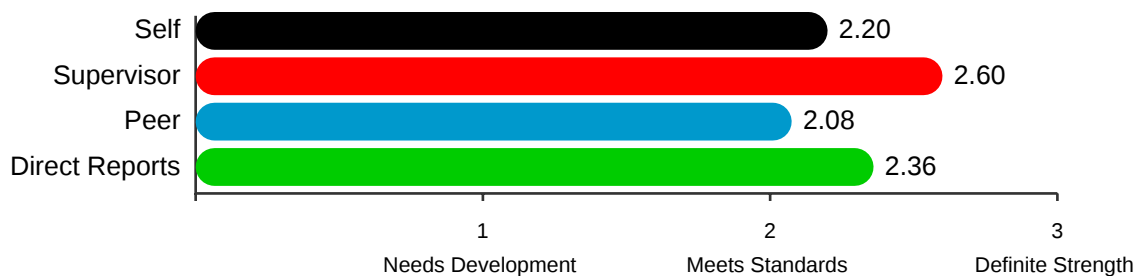
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

Why this is Important:

When employees have autonomy, they feel trusted and motivated to contribute their best. Allowing flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. This flexibility acknowledges their personal needs and fosters a healthy work-life balance. Empowerment provides growth opportunities for employees and encourages employees to share their ideas, perspectives, and solutions. This creates an environment where they can learn, develop, and take on new challenges. Empowerment involves tailoring responsibilities to match employees' skill levels, allowing them to excel and grow.

Summary Scores:

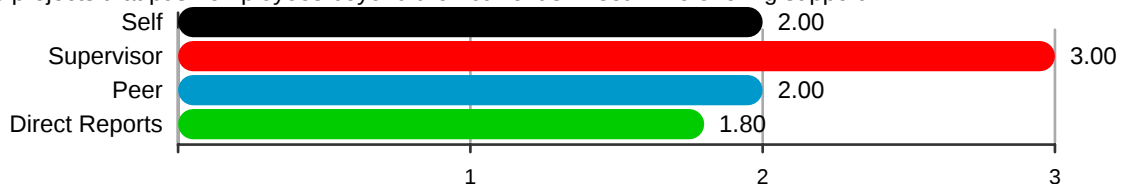
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Assigns projects that push employees beyond their current skill set while offering support.



42. Encourages employees to solve problems on their own.



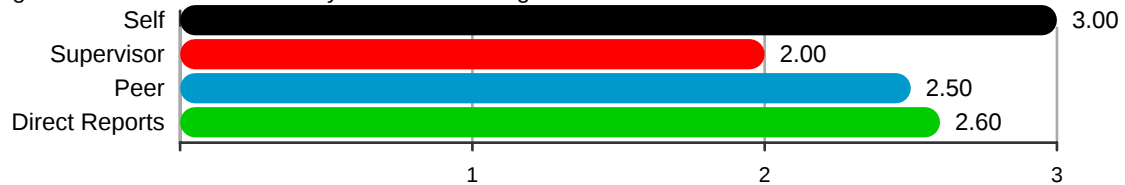
43. Encourages team members to challenge assumptions and propose alternatives.



44. Distributes the workload to subordinates.



45. Encourages others to obtain necessary skills and training.



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
41. Assigns projects that push employees beyond their current skill set while offering support.	15	2.00	26.7	27%	47%	27%
42. Encourages employees to solve problems on their own.	15	2.13	33.3	20%	47%	33%
43. Encourages team members to challenge assumptions and propose alternatives.	15	2.20	40.0	20%	40%	40%
44. Distributes the workload to subordinates.	15	2.20	26.7	7%	67%	27%
45. Encourages others to obtain necessary skills and training.	15	2.53	60.0	7%	33%	60%

Comments:

- 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.
- _____ has great communication skills and is a dependable member of the team.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- Willingness to pitch in, desire to grow, and a great attitude.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

Others

Definition:

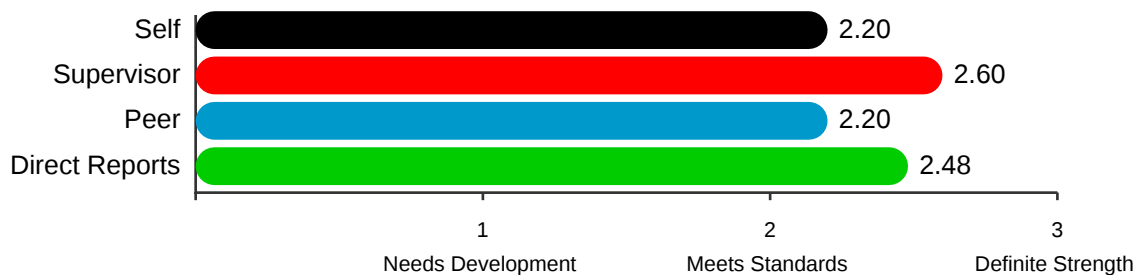
Works well with other employees.

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.



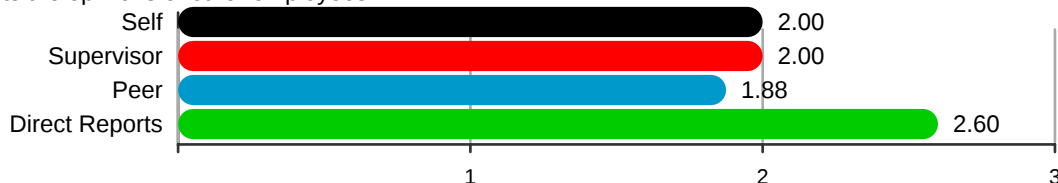
Scores on Each Item:

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

46. Includes others in the decision making processes.



47. Respects the opinions of other employees.



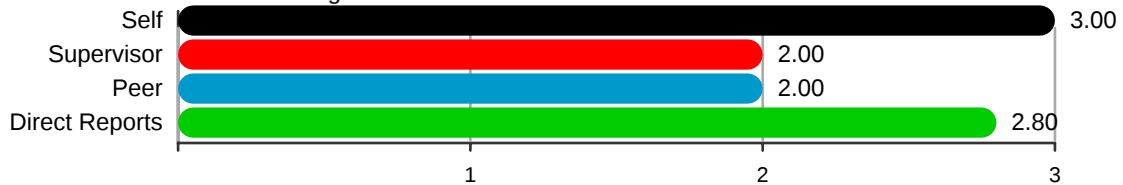
48. Consistently demonstrates ability and willingness to trust others.



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



50. Works across boundaries within the organization.



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	Meets Standards 2	Definite Strength 3
46. Includes others in the decision making processes.	15	2.27	26.7		73%	27%
47. Respects the opinions of other employees.	15	2.13	26.7	13%	60%	27%
48. Consistently demonstrates ability and willingness to trust others.	15	2.40	40.0		60%	40%
49. Supports the efforts of other employees in implementing solutions to problems.	15	2.47	46.7		53%	47%
50. Works across boundaries within the organization.	15	2.33	46.7	13%	40%	47%

Comments:

- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- He is determined to find the answer to any problem or obstacle in his way.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- I like that he challenges me.