



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.

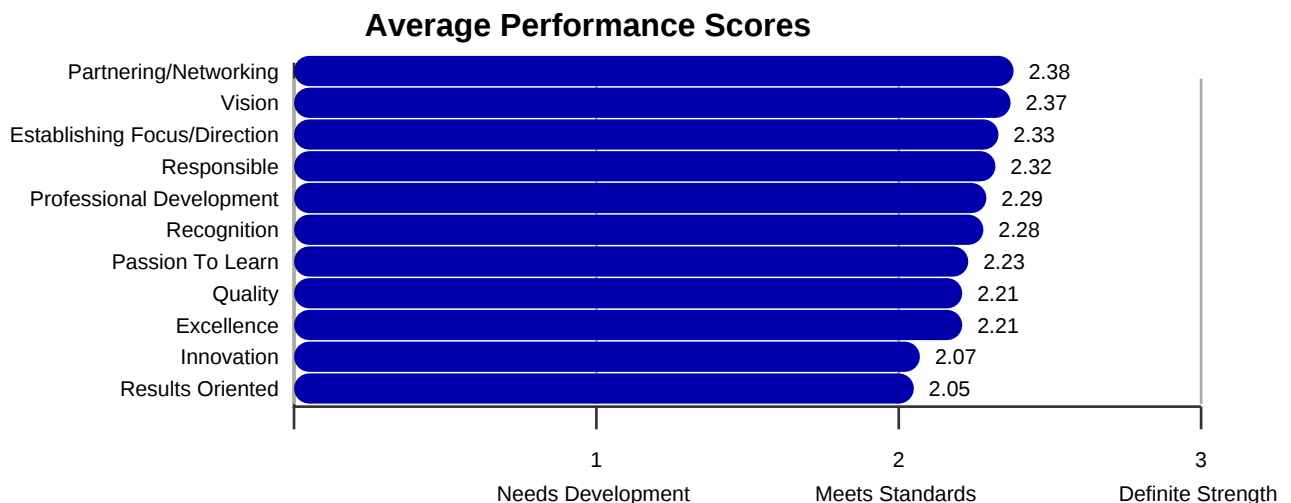
What to Do with Your Feedback

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

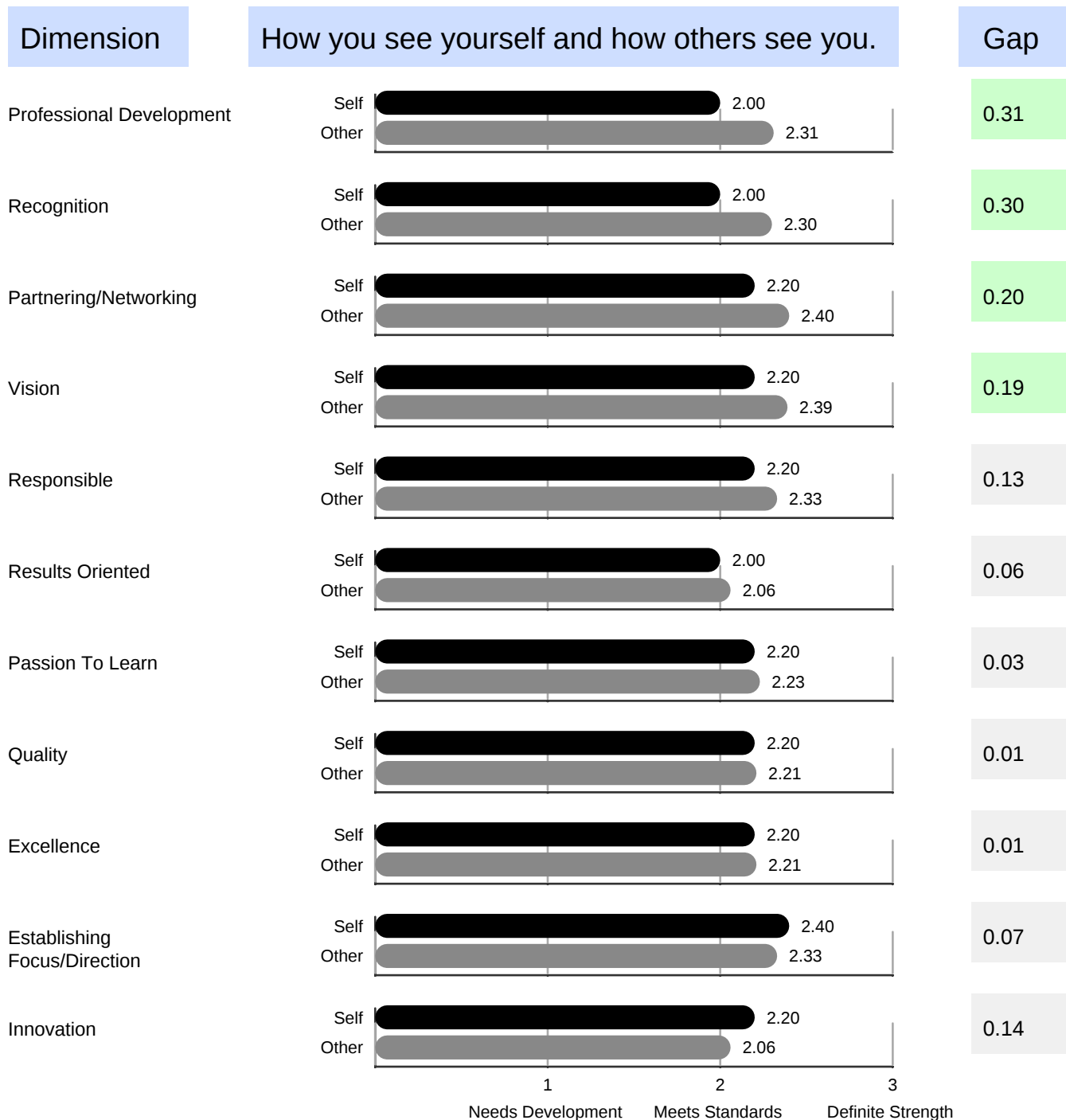
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



Vision

Definition:

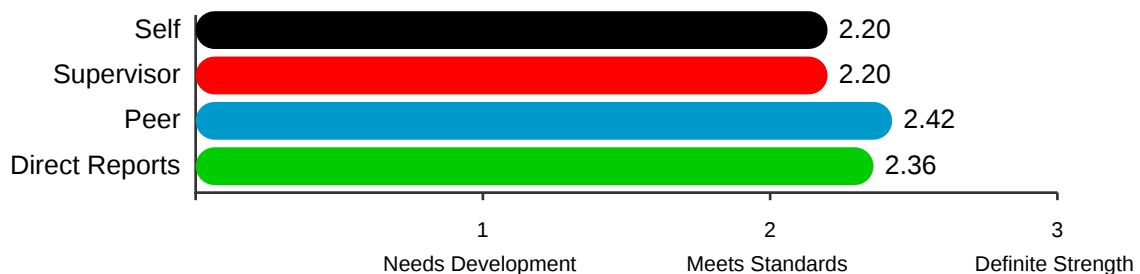
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal execution and team empowerment. Visionary leaders inspire and influence others by modeling consistency, celebrating progress, and fostering a growth-oriented environment that reflects organizational values. Through strategic clarity and motivational leadership, vision becomes a unifying force that drives innovation, alignment, and sustained performance.

Why this is Important:

Vision, as defined through its multifaceted dimensions, is essential because it provides organizations with a coherent and compelling sense of direction that integrates strategy, culture, and execution. It aligns individuals and teams around shared long-term goals, enabling consistent decision-making even amid complexity or change. By inspiring commitment, fostering growth, and translating ambition into actionable plans, vision becomes the engine that drives innovation, resilience, and sustained performance. Without it, organizations risk fragmentation, short-termism, and a loss of purpose--making vision not just a leadership trait, but a strategic necessity.

Summary Scores:

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



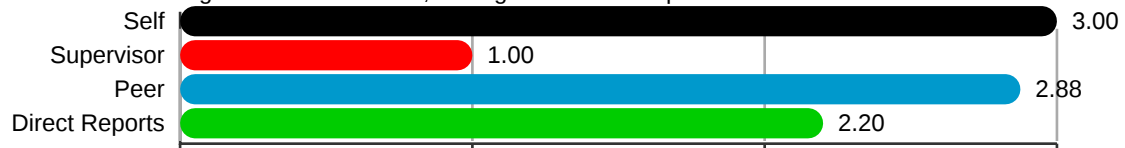
Scores on Each Item:

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

1. Aligns subordinates' work with the vision's critical priorities.



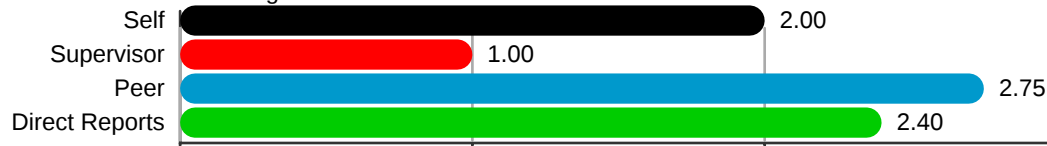
2. Embodies the vision through consistent actions, setting a visible example for others to follow.



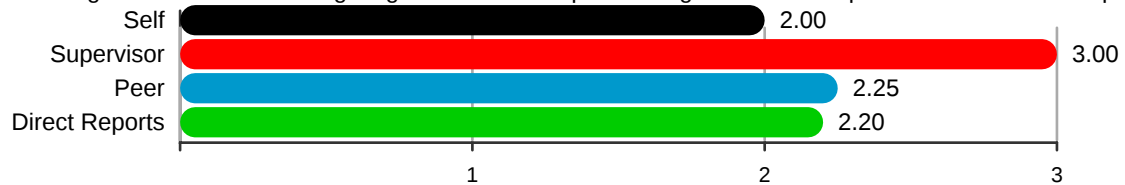
3. Effectively communicates the vision to employees.



4. Creates a timeline to fulfill the organization's vision.



5. Models a strategic vision based on insights gained from in depth investigations into the performance of the company.



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 Meets Standards 2 Definite Strength 3		
				1	2	3
1. Aligns subordinates' work with the vision's critical priorities.	15	2.27	33.3	7%	60%	33%
2. Embodies the vision through consistent actions, setting a visible example for others to follow.	15	2.53	73.3	20%	7%	73%
3. Effectively communicates the vision to employees.	15	2.33	40.0	7%	53%	40%
4. Creates a timeline to fulfill the organization's vision.	15	2.47	53.3	7%	40%	53%
5. Models a strategic vision based on insights gained from in depth investigations into the performance of the company.	15	2.27	40.0	13%	47%	40%

Comments:

- Be being better organized. It would help with prioritizing.
- Seek and provide critical feedback.
- Does excellent job, always.
- She uses the strengths of everyone around her to get the best solutions possible.
- Dependability, with whatever is needed.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.

Recognition

Definition:

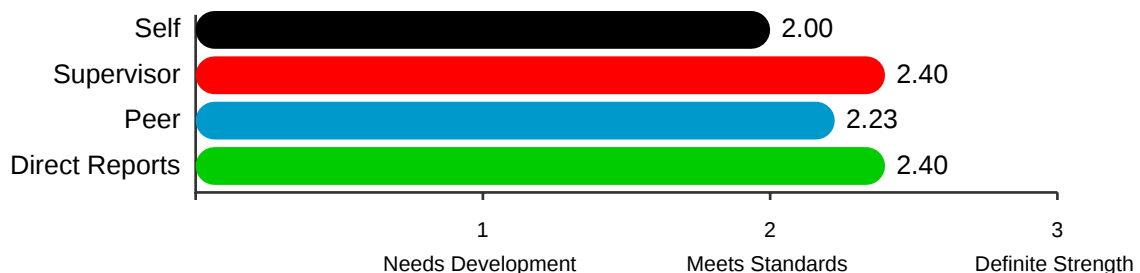
Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured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

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

6. Implements a pilot program to test recognition initiatives before rolling them out to the general employee population.



7. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.



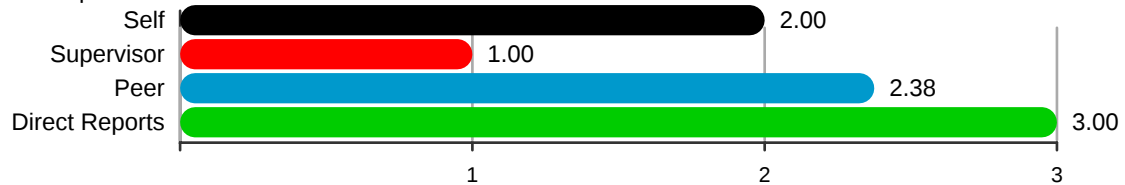
8. Consistently applying standards across the team ensuring that recognition is equitable and meaningful to everyone.



9. Creates awards that promote or recognize core values of the company.



10. Offers sincere praise for the efforts of the team.



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. Implements a pilot program to test recognition initiatives before rolling them out to the general employee population.	15	2.13	33.3	20%	47%	33%
7. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	15	2.07	26.7	20%	53%	27%
8. Consistently applying standards across the team ensuring that recognition is equitable and meaningful to everyone.	15	2.33	40.0	7%	53%	40%
9. Creates awards that promote or recognize core values of the company.	15	2.40	53.3	13%	33%	53%
10. Offers sincere praise for the efforts of the team.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

Passion To Learn

Definition:

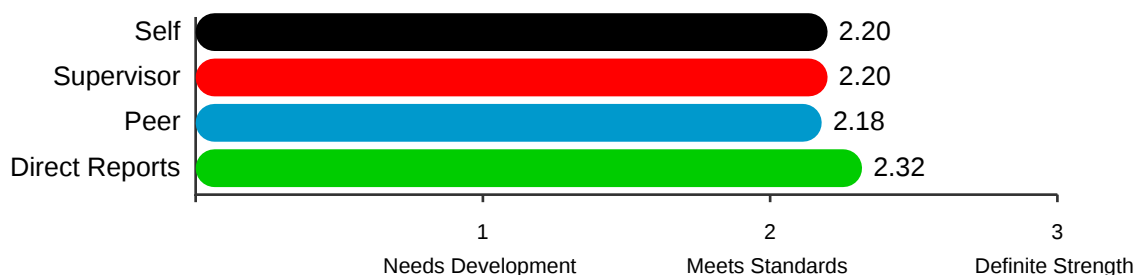
High level of curiosity and committed to their professional development.

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:

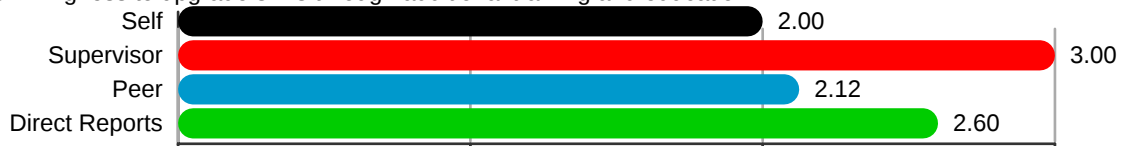
The summary scores shown here are an average of each of the items in this competency.



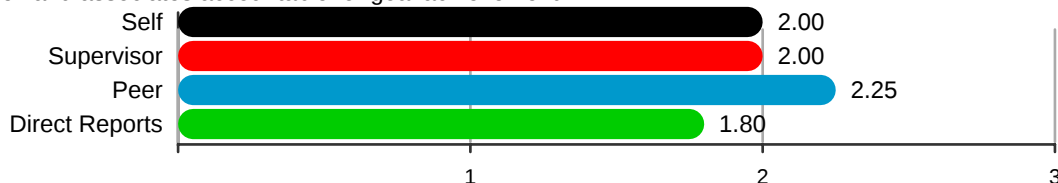
Scores on Each Item:

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

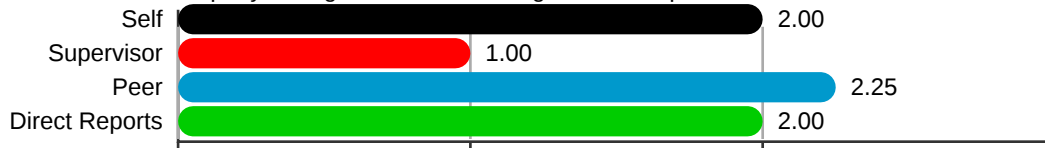
11. Exhibits willingness to upgrade skills through additional training and education.



12. Holds self and associates accountable for goal achievement.



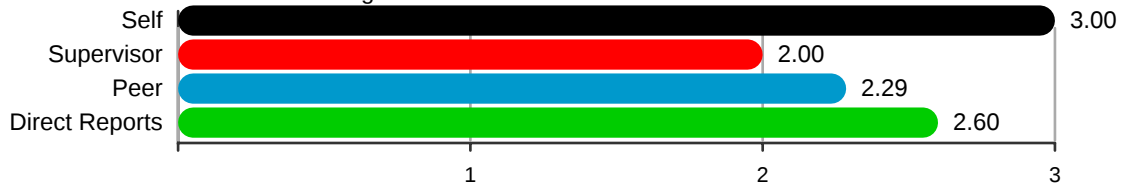
13. Enhances value to the company through additional training and development.



14. Constantly enhances product knowledge through experimentation and play.



15. Is open minded and curious about learning new skills.



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. Exhibits willingness to upgrade skills through additional training and education.	15	2.33	40.0	7%	53%	40%
12. Holds self and associates accountable for goal achievement.	15	2.07	20.0	13%	67%	20%
13. Enhances value to the company through additional training and development.	15	2.07	26.7	20%	53%	27%
14. Constantly enhances product knowledge through experimentation and play.	15	2.27	40.0	13%	47%	40%
15. Is open minded and curious about learning new skills.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ does not shy away from making the tough calls and is respected by many members of our team.
- She is such a model for leaders throughout our organization.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ is a great team player with an employee safety and satisfaction focus.

Professional Development

Definition:

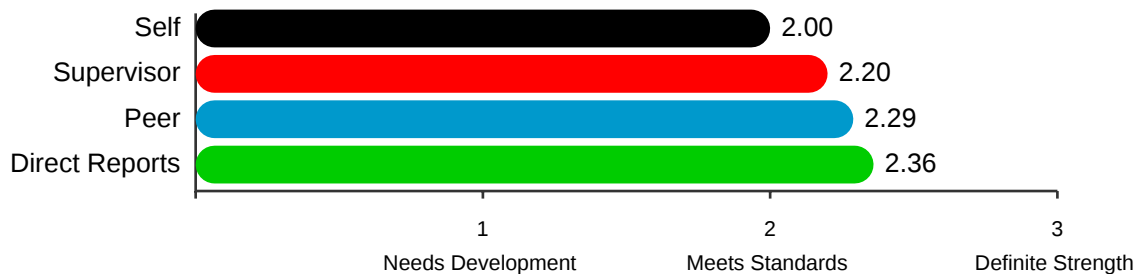
Improvement through specialized training and participating in advanced professional courses.

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:

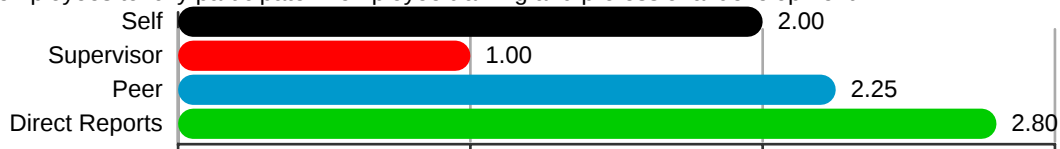
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Allows employees to fully participate in employee training and professional development.



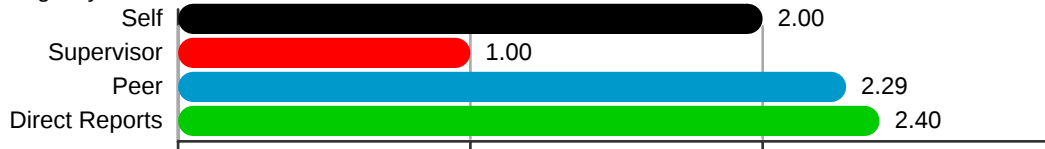
17. Keep themselves up-to-date of technical/professional issues



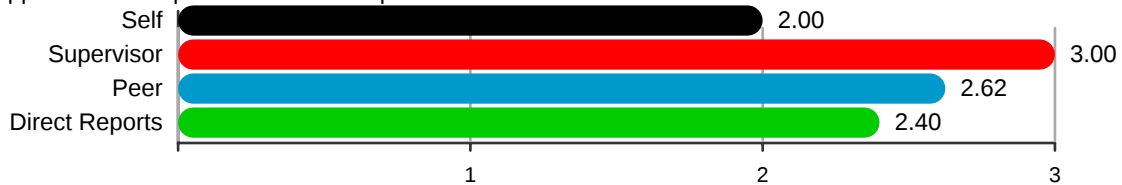
18. Encourages employees to take courses relevant to their job.



19. Contributing fully to the extent of their skills



20. Seeks opportunities for professional development.



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
16. Allows employees to fully participate in employee training and professional development.	15	2.33	46.7	13%	40%	47%
17. Keep themselves up-to-date of technical/professional issues	15	2.33	40.0	7%	53%	40%
18. Encourages employees to take courses relevant to their job.	14	2.00	14.3	14%	71%	14%
19. Contributing fully to the extent of their skills	14	2.21	42.9	21%	36%	43%
20. Seeks opportunities for professional development.	15	2.53	60.0	7%	33%	60%

Comments:

- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- When dealing with HR issues my HR business partner is always involved.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- She could improve with a take charge attitude.

Establishing Focus/Direction

Definition:

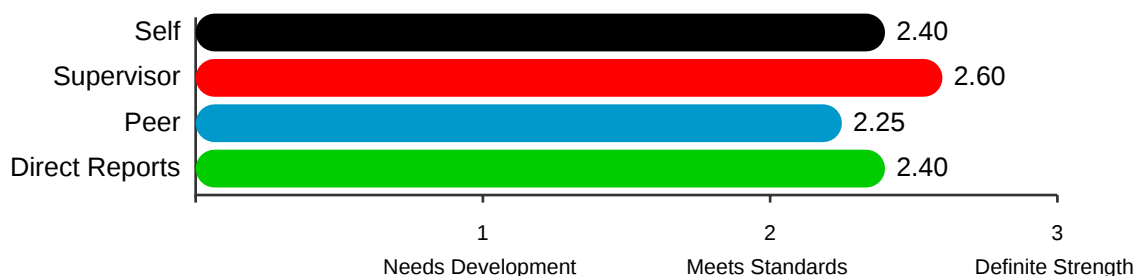
Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational awareness to assess risks, opportunities, and team dynamics. Managers demonstrate this competency by designing procedures, building schedules, guiding performance, and prioritizing tasks and resources to keep teams focused and productive. Success in this area also requires flexibility, self-discipline, and a commitment to monitoring progress, preparing resources, and sustaining attention through changing conditions.

Why this is Important:

Establishing Focus/Direction is essential for organizations because it creates clarity, alignment, and momentum across teams. When managers set clear goals, maintain situational awareness, and translate strategy into structured plans, employees understand not only what to do—but why it matters. This competency ensures that resources are used wisely, priorities are managed effectively, and teams stay adaptable and resilient in the face of change. Ultimately, it drives consistent execution, fosters accountability, and helps organizations achieve meaningful results with purpose and precision.

Summary Scores:

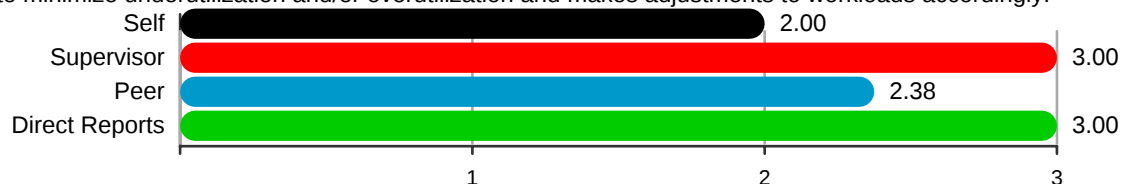
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

21. Seeks to minimize underutilization and/or overutilization and makes adjustments to workloads accordingly.



22. Uses performance data to reinforce expectations and guide improvement.



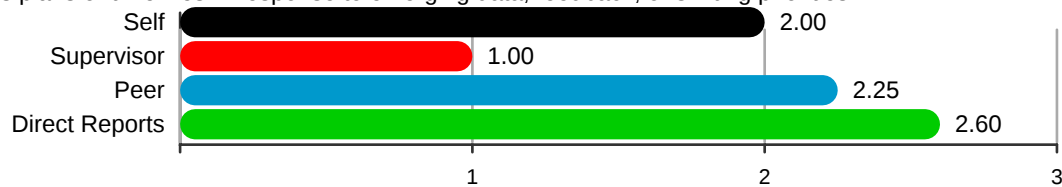
23. Ensures that each team member is assigned some part of the project.



24. Ensures that employees have the tools, training, and support needed to complete the task successfully.



25. Modifies plans or timelines in response to emerging data, feedback, or shifting priorities.



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 Meets Standards Definite Strength		
				1 1	2 2	3 3
21. Seeks to minimize underutilization and/or overutilization and makes adjustments to workloads accordingly.	15	2.60	66.7	7%	27%	67%
22. Uses performance data to reinforce expectations and guide improvement.	15	2.33	40.0	7%	53%	40%
23. Ensures that each team member is assigned some part of the project.	15	2.07	20.0	13%	67%	20%
24. Ensures that employees have the tools, training, and support needed to complete the task successfully.	15	2.40	53.3	13%	33%	53%
25. Modifies plans or timelines in response to emerging data, feedback, or shifting priorities.	15	2.27	53.3	27%	20%	53%

Comments:

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- ___ does an excellent job in her role.
- Show others it is possible to understand both sides without having to agree all the time.
- Very knowledgeable and always steps up if help is needed.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.

Quality

Definition:

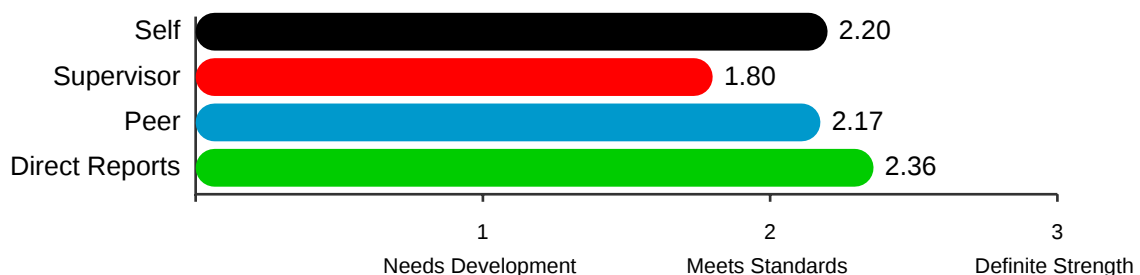
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why this is Important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

Summary Scores:

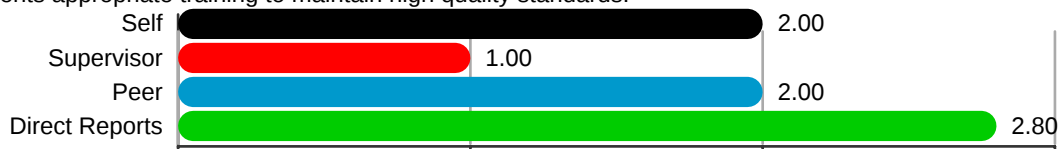
The summary scores shown here are an average of each of the items in this competency.



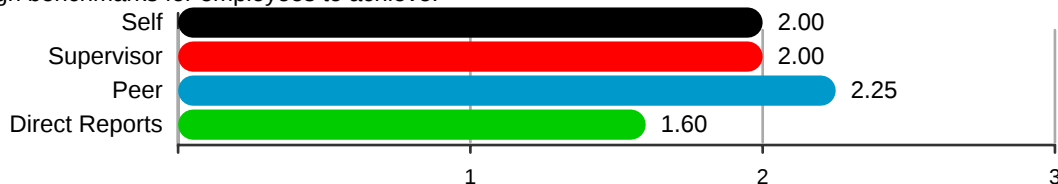
Scores on Each Item:

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

26. Implements appropriate training to maintain high quality standards.



27. Sets high benchmarks for employees to achieve.



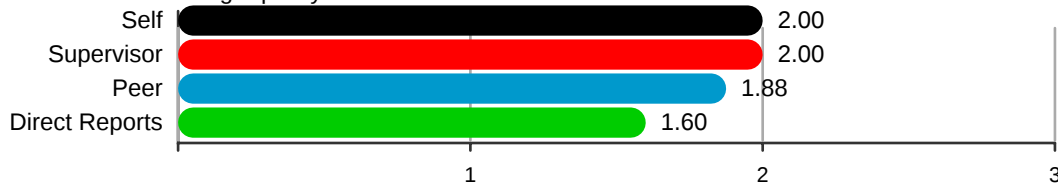
28. Guides the department in achieving high quality standards.



29. Sets benchmarks for quality improvements.



30. Inspires others to achieve high quality standards.



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	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. Implements appropriate training to maintain high quality standards.	15	2.20	33.3	13%	53%	33%
27. Sets high benchmarks for employees to achieve.	15	2.00	26.7	27%	47%	27%
28. Guides the department in achieving high quality standards.	15	2.47	53.3	7%	40%	53%
29. Sets benchmarks for quality improvements.	15	2.60	60.0		40%	60%
30. Inspires others to achieve high quality standards.	15	1.80	13.3	33%	53%	13%

Comments:

- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- She is a charismatic leader. Really the best!!
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.

Innovation

Definition:

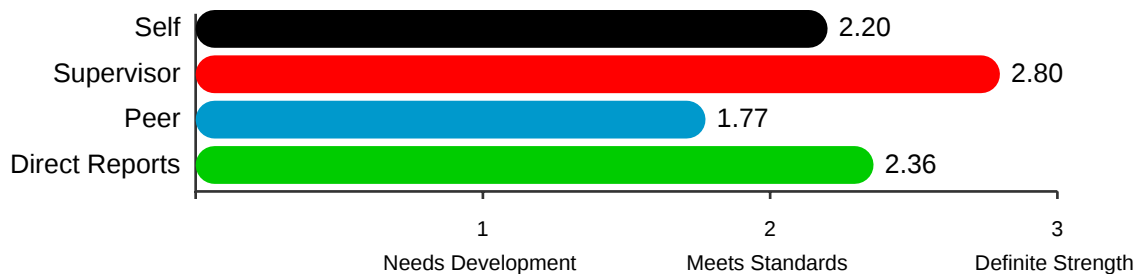
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to 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:

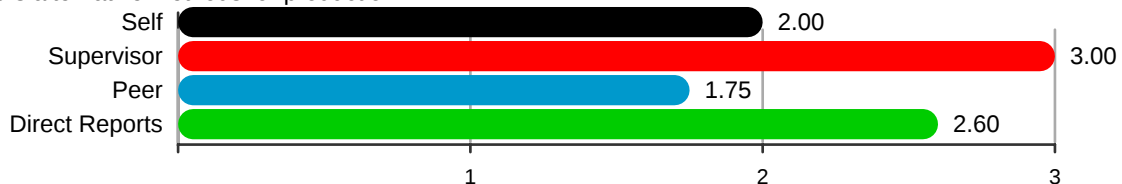
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

31. Discovers alternative methods for production.



32. Challenges existing work processes/products to enhance value.



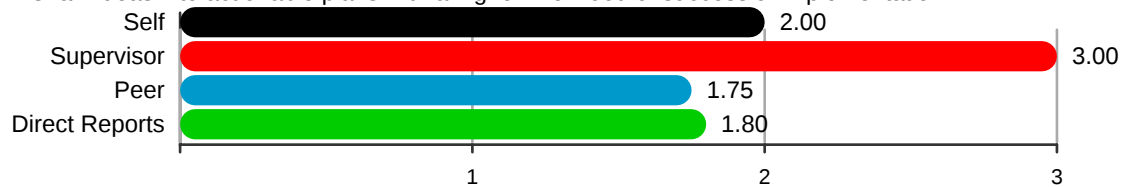
33. Equips employees with the necessary tools, technologies, and resources to explore new ideas.



34. Generates innovative and practical solutions.



35. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.



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. Discovers alternative methods for production.	15	2.13	33.3	20%	47%	33%
32. Challenges existing work processes/products to enhance value.	15	2.13	33.3	20%	47%	33%
33. Equips employees with the necessary tools, technologies, and resources to explore new ideas.	15	2.07	33.3	27%	40%	33%
34. Generates innovative and practical solutions.	15	2.13	26.7	13%	60%	27%
35. Transforms raw ideas into actionable plans with a higher likelihood of successful implementation.	15	1.87	20.0	33%	47%	20%

Comments:

- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- Seek feedback from everyone at least once a month to assist in growing relationship.

Results Oriented

Definition:

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

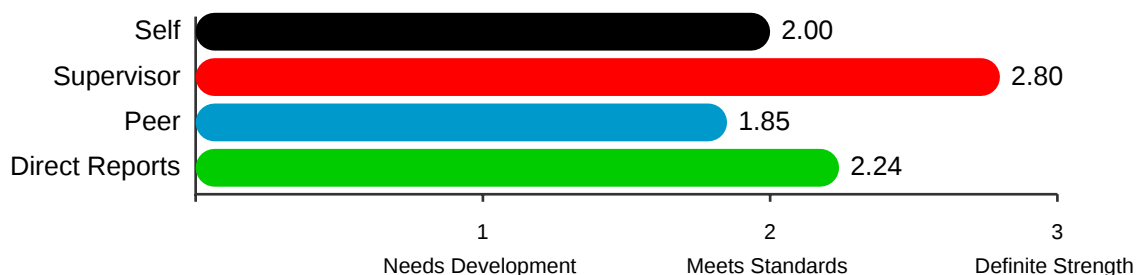
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

Why this is Important:

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and 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. Reassesses KPIs and success metrics when external factors shift the playing field.



37. Anticipates potential obstacles and builds contingency plans to maintain momentum.



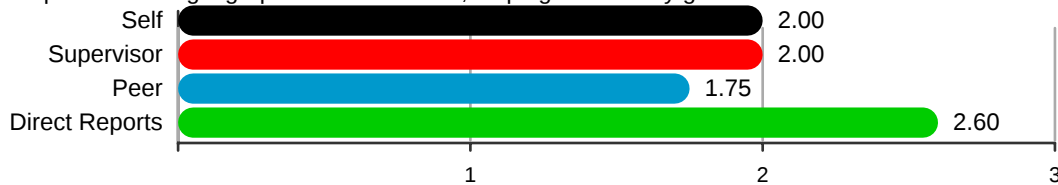
38. Motivated by a strong desire to exceed performance standards.



39. Identifies the steps needed to accomplish the results.



40. Maintains optimism during high-pressure situations, helping others stay grounded.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. Reassesses KPIs and success metrics when external factors shift the playing field.	15	1.87	20.0	33%	47%	20%
37. Anticipates potential obstacles and builds contingency plans to maintain momentum.	15	1.93	13.3	20%	67%	13%
38. Motivated by a strong desire to exceed performance standards.	15	2.07	33.3	27%	40%	33%
39. Identifies the steps needed to accomplish the results.	15	2.33	33.3		67%	33%
40. Maintains optimism during high-pressure situations, helping others stay grounded.	15	2.07	33.3	27%	40%	33%

Comments:

- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- She quickly addresses any challenges that may arise.
- Her professionalism is beyond reproach and she is fair and just.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ___ is so attentive to the needs of our department and to the needs of individuals.

Excellence

Definition:

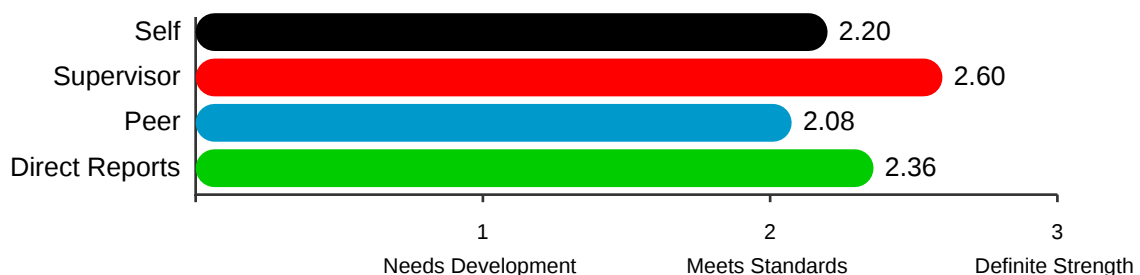
Is excellent in performing their job duties and tasks.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. Is planful and organized.



42. Produces high quality work.



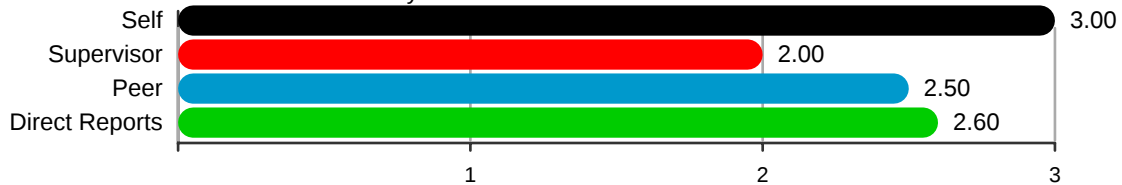
43. Demonstrates the analytical skills to do their job.



44. Takes a lot of pride in their work.



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



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. Is planful and organized.	15	2.00	26.7	27%	47%	27%
42. Produces high quality work.	15	2.13	33.3	20%	47%	33%
43. Demonstrates the analytical skills to do their job.	15	2.20	40.0	20%	40%	40%
44. Takes a lot of pride in their work.	15	2.20	26.7	7%	67%	27%
45. Can be counted on to add value wherever they are involved.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- Her communication techniques are clear and to the point which is very much appreciated.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.

Responsible

Definition:

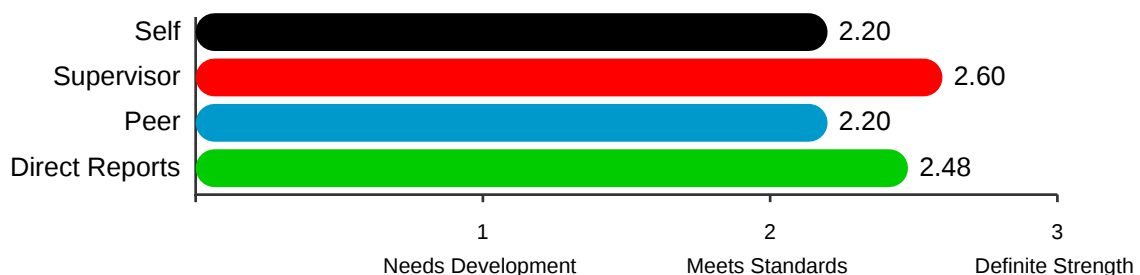
Takes responsibility for actions and sets a good example for others.

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.



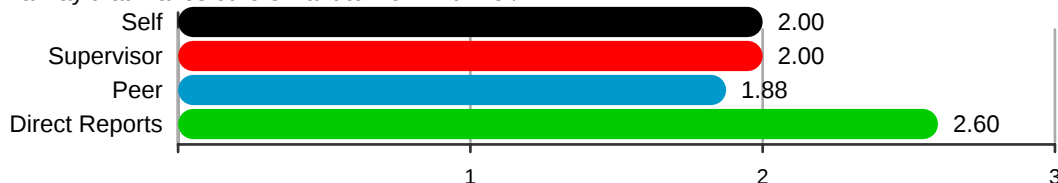
Scores on Each Item:

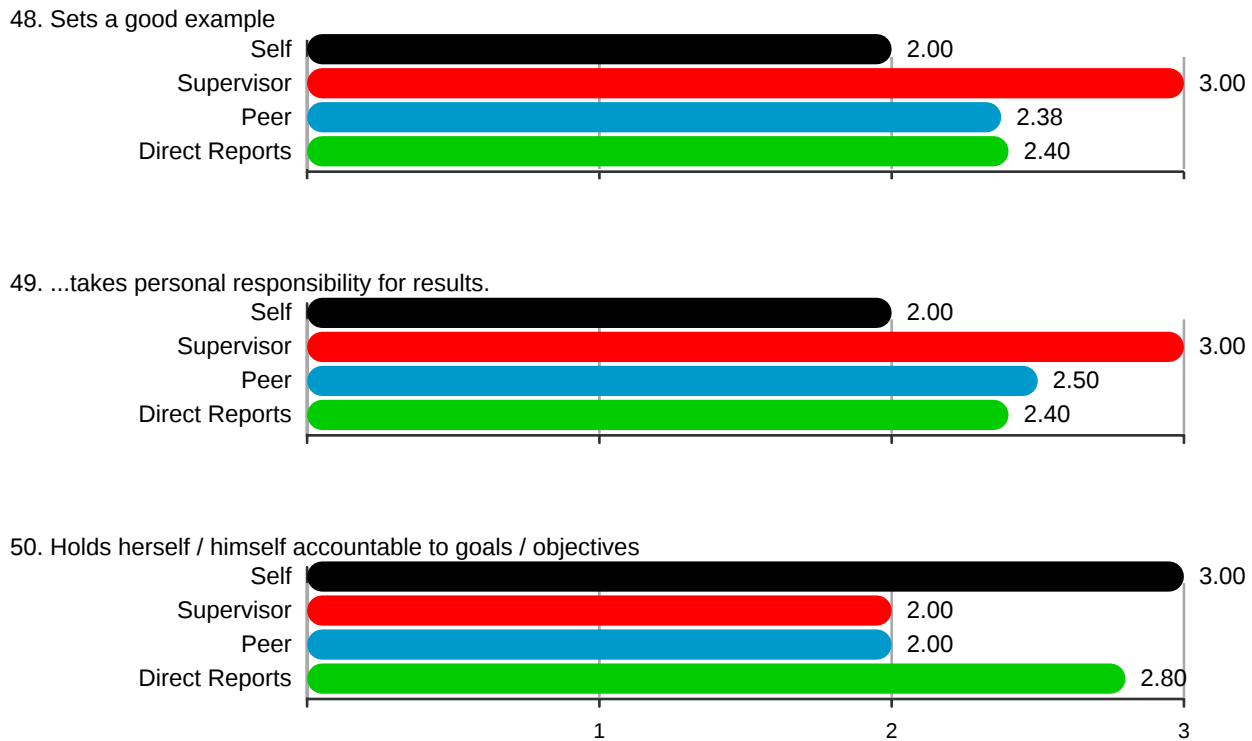
The scores for each of the items in this competency are shown below.

46. Sets high personal standards of performance.



47. 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 responses are categorized by 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. Sets high personal standards of performance.	15	2.27	26.7		73%	27%
47. Works in a way that makes others want to work with her/him.	15	2.13	26.7	13%	60%	27%
48. Sets a good example	15	2.40	40.0		60%	40%
49. ...takes personal responsibility for results.	15	2.47	46.7		53%	47%
50. Holds herself / himself accountable to goals / objectives	15	2.33	46.7	13%	40%	47%

Comments:

- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.

Partnering/Networking

Definition:

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication.

Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

Why this is Important:

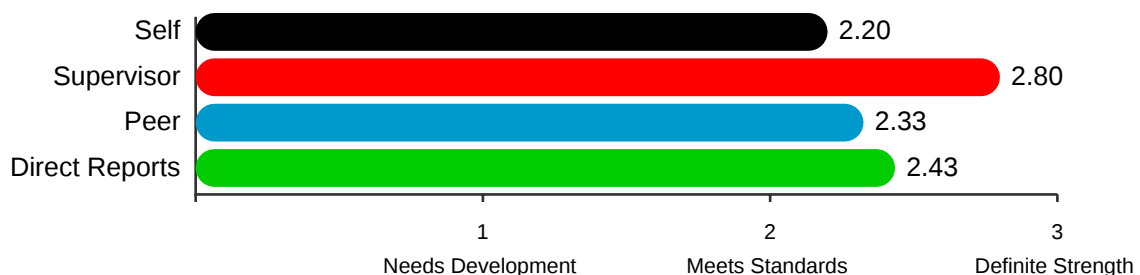
Partnering/Networking is essential for organizations and companies because it fosters collaboration, drives innovation, and enhances strategic opportunities. By building alliances, expanding professional networks, and forming meaningful relationships, businesses can access new markets, share resources, and exchange valuable industry knowledge. These connections enable organizations to strengthen their competitive edge, optimize workflow efficiency, and ensure trust and commitment in long-term partnerships.

Additionally, effective partnering and networking promote adaptability and resilience by aligning interests, resolving conflicts, and facilitating agreements that support mutual success. Strong partnerships create an ecosystem where organizations can leverage complementary strengths, exchange information, and navigate complex challenges with greater agility. Through continuous engagement with industry leaders, professional associations, and cross-functional teams, companies can anticipate trends, refine strategies, and remain at the forefront of their industries.

Ultimately, organizations thrive when they cultivate relationships built on transparency, mutual learning, and shared goals. Networking unlocks new business opportunities, enhances operational efficiency, and reinforces a culture of strategic collaboration. By embracing partnering and networking as a core function, companies position themselves for sustainable growth, innovation, and long-term success in a rapidly evolving business landscape.

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. Collaborates effectively with team members to achieve shared objectives and meet collective needs.



52. Forms strong relationships with customers.



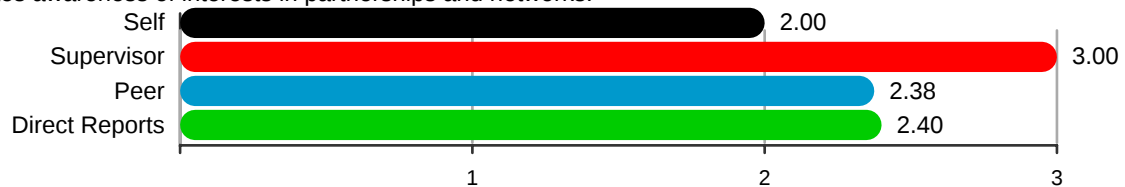
53. Networks with clients to determine improvements in operations.



54. Balances the strategic interests of those involved to maintain alliances.



55. Promotes awareness of interests in partnerships and networks.



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
51. Collaborates effectively with team members to achieve shared objectives and meet collective needs.	14	2.21	28.6	7%	64%	29%
52. Forms strong relationships with customers.	14	2.29	42.9	14%	43%	43%
53. Networks with clients to determine improvements in operations.	15	2.53	53.3		47%	53%
54. Balances the strategic interests of those involved to maintain alliances.	15	2.47	46.7		53%	47%
55. Promotes awareness of interests in partnerships and networks.	15	2.40	40.0		60%	40%

Comments:

- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.