



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

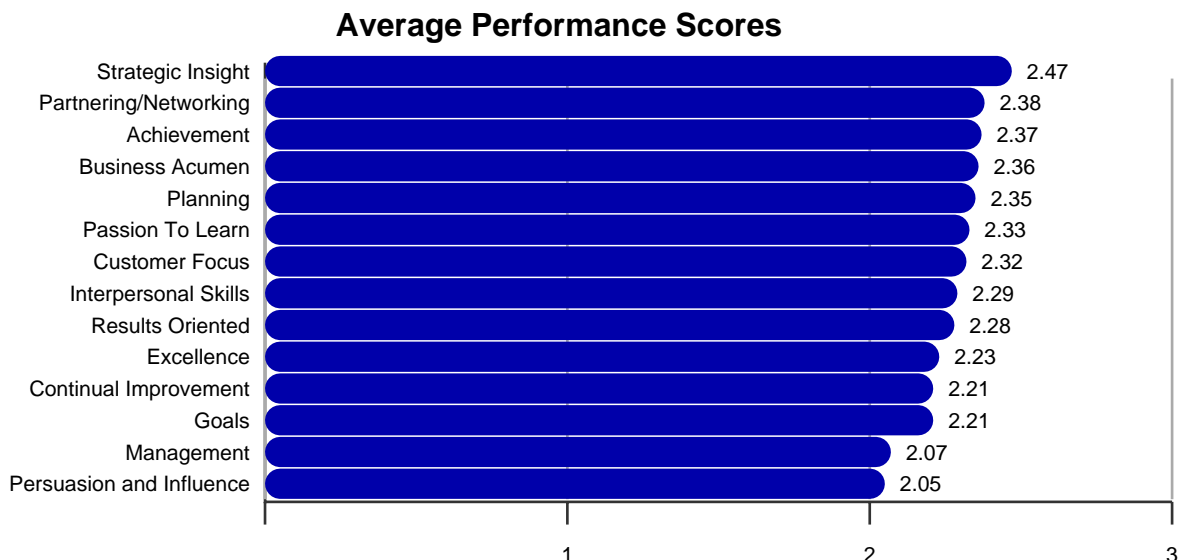
What to Do with Your Feedback

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 14 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.



Disagree

Unsure

Agree

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.

Dimension	How you see yourself and how others see you.	Gap
Strategic Insight	Self: 2.00 Other: 2.50	0.50
Planning	Self: 2.00 Other: 2.37	0.37
Interpersonal Skills	Self: 2.00 Other: 2.31	0.31
Results Oriented	Self: 2.00 Other: 2.30	0.30
Partnering/Networking	Self: 2.20 Other: 2.40	0.20
Achievement	Self: 2.20 Other: 2.39	0.19
Business Acumen	Self: 2.20 Other: 2.37	0.17
Customer Focus	Self: 2.20 Other: 2.33	0.13
Persuasion and Influence	Self: 2.00 Other: 2.06	0.06
Excellence	Self: 2.20 Other: 2.23	0.03
Continual Improvement	Self: 2.20 Other: 2.21	0.01
Goals	Self: 2.20 Other: 2.21	0.01
Passion To Learn	Self: 2.40 Other: 2.33	0.07

Management

Disagree

Unsure

Agree

0.14

Achievement

Definition:

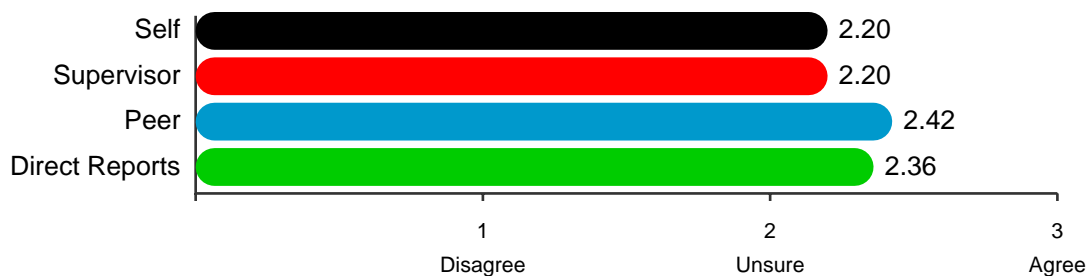
A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

Why this is Important:

Having an Achievement orientation focuses you on efficiently completing important work supporting the organization. This is achieved through setting challenging goals, measuring and tracking performance, taking calculated risks, learning new skills, and being motivated to complete a high volume of work.

Summary Scores:

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



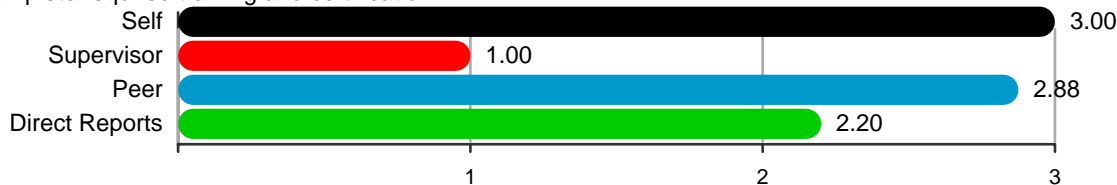
Scores on Each Item:

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

1. I am able to reduce department expenses by 25 percent.



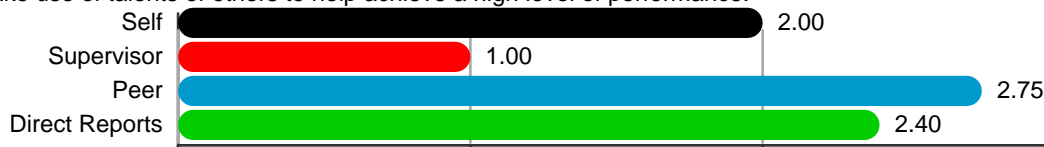
2. I can complete required training and certification.



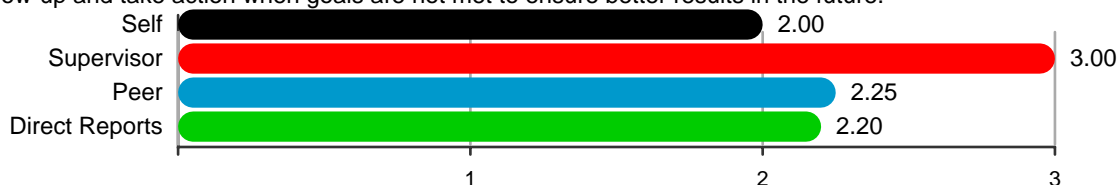
3. You use established goals and performance measures to keep track of performance.



4. You make use of talents of others to help achieve a high level of performance.



5. You follow-up and take action when goals are not met to ensure better results in the future.



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	Unsure 2	Agree 3
1. I am able to reduce department expenses by 25 percent.	15	2.27	33.3	7%	60%	33%
2. I can complete required training and certification.	15	2.53	73.3	20%	7%	73%
3. You use established goals and performance measures to keep track of performance.	15	2.33	40.0	7%	53%	40%
4. You make use of talents of others to help achieve a high level of performance.	15	2.47	53.3	7%	40%	53%
5. You follow-up and take action when goals are not met to ensure better results in the future.	15	2.27	40.0	13%	47%	40%

Comments:

- A great addition to the team.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- He is a team player and willing to help other departments and staff when needed.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.

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.

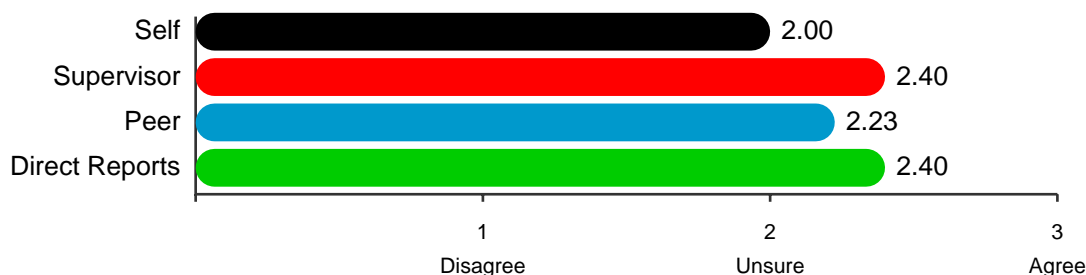
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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.



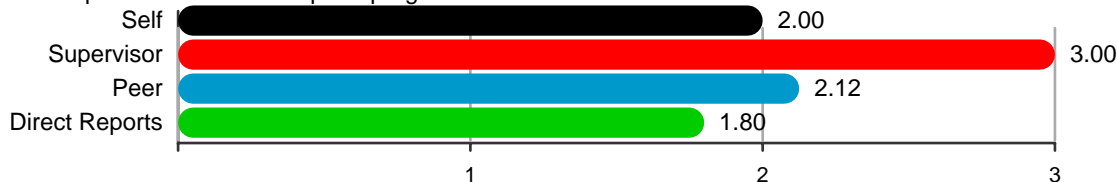
Scores on Each Item:

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

6. I persist in seeking objectives despite obstacles or setbacks.



7. I work hard despite obstacles that impede progress.



8. I determine the best approach to achieving the expected results.



9. You hold yourself and others accountable for achieving results.



10. I prioritize tasks to best achieve the results.



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	Unsure 2	Agree 3
6. I persist in seeking objectives despite obstacles or setbacks.	15	2.13	33.3	20%	47%	33%
7. I work hard despite obstacles that impede progress.	15	2.07	26.7	20%	53%	27%
8. I determine the best approach to achieving the expected results.	15	2.33	40.0	7%	53%	40%
9. You hold yourself and others accountable for achieving results.	15	2.40	53.3	13%	33%	53%
10. I prioritize tasks to best achieve the results.	15	2.47	60.0	13%	27%	60%

Comments:

- Dependability, with whatever is needed.
- A willingness and flexibility to pitch in help where needed is important.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- Has one of the strongest work ethics I've ever encountered in a team member.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

Excellence

Definition:

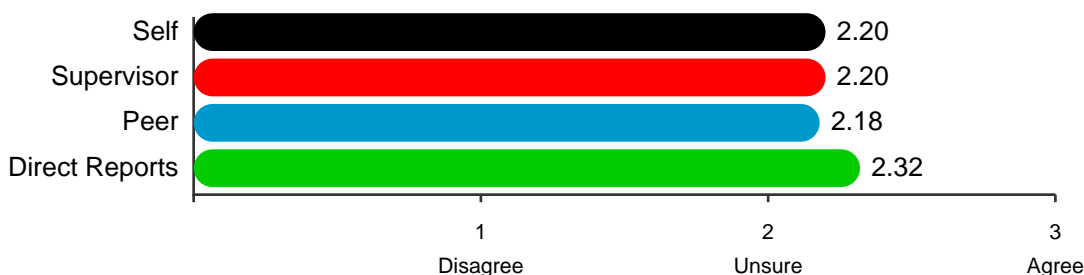
Is excellent in performing their job duties and tasks.

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.



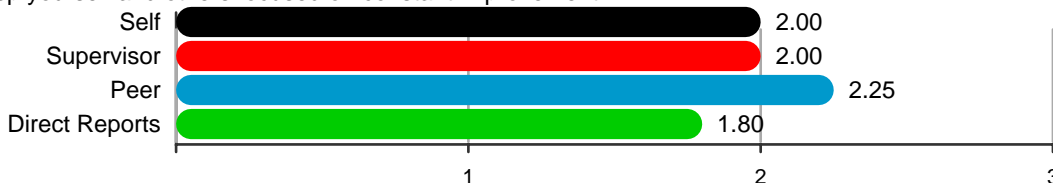
Scores on Each Item:

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

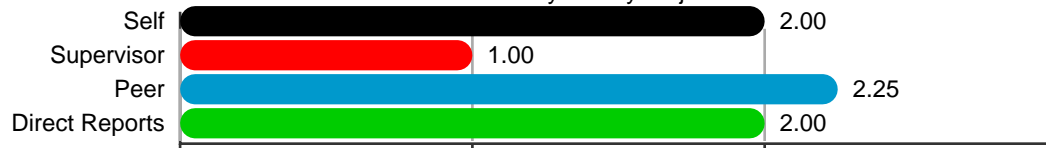
11. You take a lot of pride in your work.



12. You keep yourself and others focused on constant improvement.



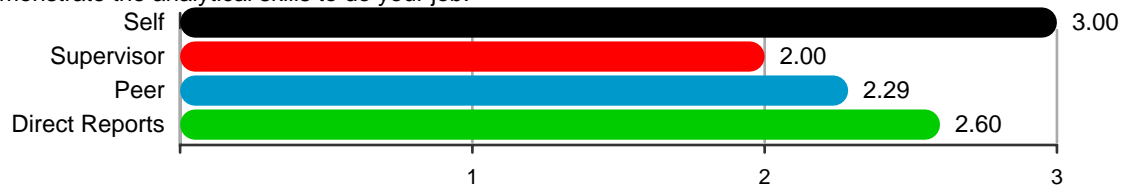
13. You demonstrate the functional or technical skills necessary to do your job.



14. You can be counted on to add value wherever you are involved.



15. You demonstrate the analytical skills to do your 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	Unsure 2	Agree 3
11. You take a lot of pride in your work.	15	2.33	40.0	7%	53%	40%
12. You keep yourself and others focused on constant improvement.	15	2.07	20.0	13%	67%	20%
13. You demonstrate the functional or technical skills necessary to do your job.	15	2.07	26.7	20%	53%	27%
14. You can be counted on to add value wherever you are involved.	15	2.27	40.0	13%	47%	40%
15. You demonstrate the analytical skills to do your job.	14	2.43	50.0	7%	43%	50%

Comments:

- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- _____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.

Interpersonal Skills

Definition:

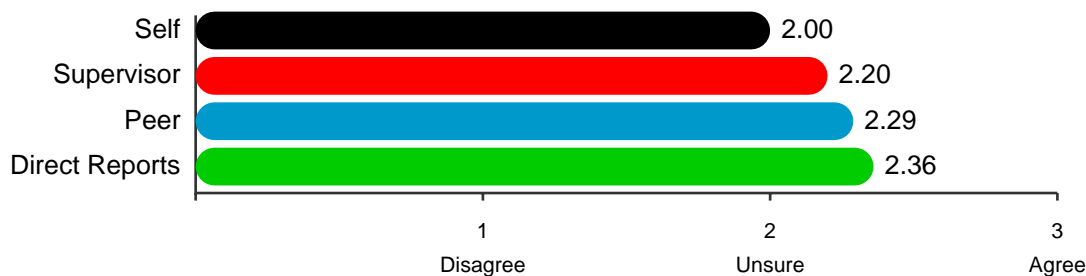
Interpersonal Skills are the wide range of abilities that facilitate interactions with others through communication, empathy, honesty. These skills help you to build, develop and maintain strong/effective relationships with others and to relate to people of diverse backgrounds. To engage and inspire others. Individuals with high interpersonal skills treat others with courtesy, sensitivity, and respect.

Why this is Important:

Interpersonal Skills are vital for building relationships, facilitating teamwork, and ensuring effective communication within an organization.

Summary Scores:

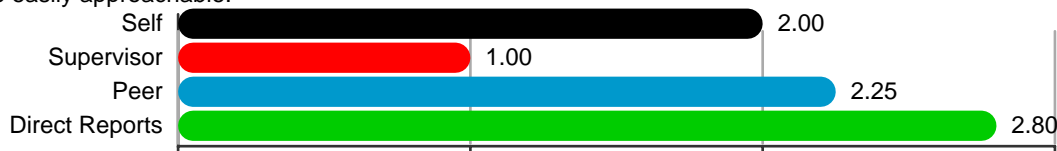
The summary scores shown here are an average of each of the items in this competency.



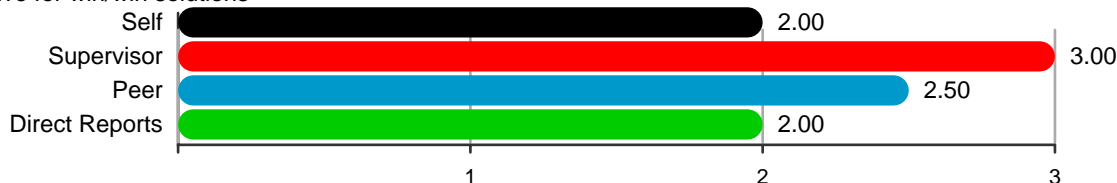
Scores on Each Item:

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

16. You are easily approachable.



17. You strive for win/win solutions





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	Unsure 2	Agree 3
16. You are easily approachable.	15	2.33	46.7	13%	40%	47%
17. You strive for win/win solutions	15	2.33	40.0	7%	53%	40%
18. I follow up on inquiries in a timely manner.	14	2.00	14.3	14%	71%	14%
19. I pay close attention to what is being communicated verbally and nonverbally.	14	2.21	42.9	21%	36%	43%
20. You address critical customer issues in a timely manner.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- _____ promotes and encourages teambuilding throughout the entire department.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- _____ leads by example in each of the areas noted above.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

Passion To Learn

Definition:

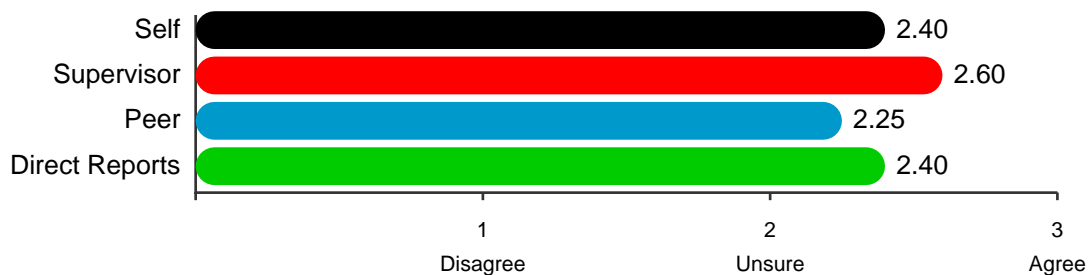
High level of curiosity and committed to their professional development.

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.

21. You take advantage of training opportunities when they arise.



22. You embrace new technology and procedures.



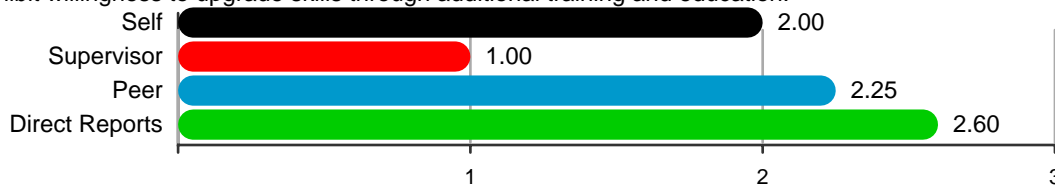
23. You take initiative for own learning and development.



24. You enhance your value to the company through additional training and development.



25. You exhibit willingness to upgrade skills through additional training and education.



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	Unsure 2	Agree 3
21. You take advantage of training opportunities when they arise.	15	2.60	66.7	7%	27%	67%
22. You embrace new technology and procedures.	15	2.33	40.0	7%	53%	40%
23. You take initiative for own learning and development.	15	2.07	20.0	13%	67%	20%
24. You enhance your value to the company through additional training and development.	15	2.40	53.3	13%	33%	53%
25. You exhibit willingness to upgrade skills through additional training and education.	15	2.27	53.3	27%	20%	53%

Comments:

- Has a "go getter" attitude!
- _____ needs no improvement
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- Sometimes his decisions aren't thought through from a financial perspective.

Continual Improvement

Definition:

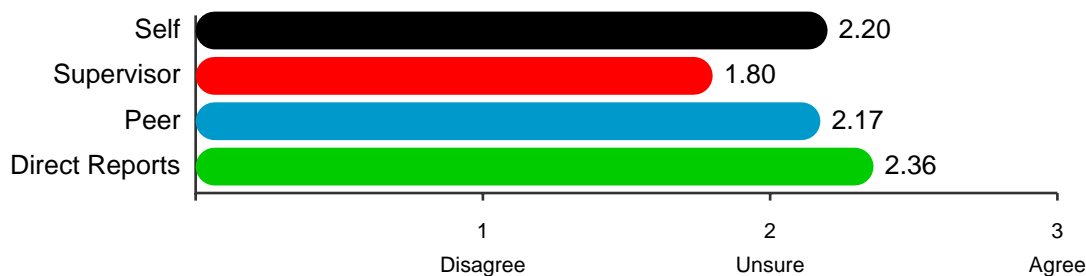
A continual effort to improve ongoing workplace practices and products. Continuously seeking opportunities to improve efficiency of workplace processes.

Why this is Important:

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

Summary Scores:

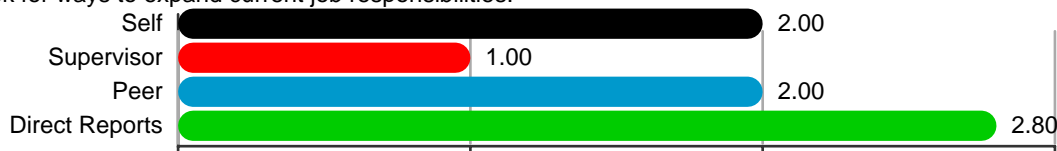
The summary scores shown here are an average of each of the items in this competency.



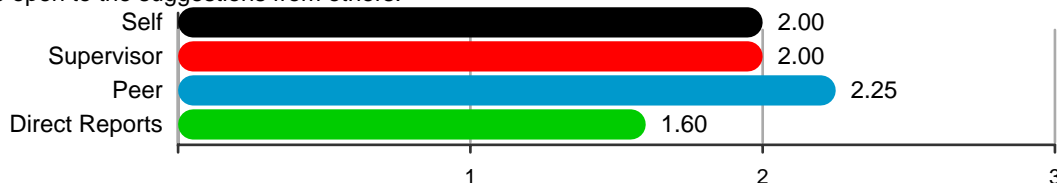
Scores on Each Item:

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

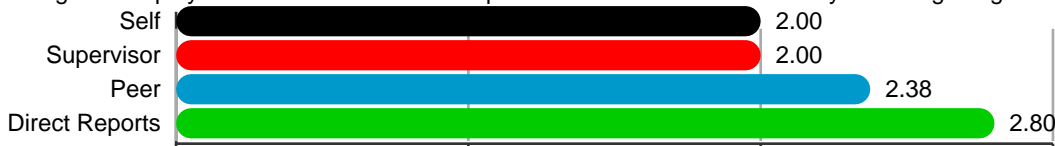
26. You look for ways to expand current job responsibilities.



27. You are open to the suggestions from others.



28. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



29. You look for ways to expand and learn new job skills.



30. You search for new methods, techniques, and processes that increase efficiency and reduce costs.



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	Unsure 2	Agree 3
26. You look for ways to expand current job responsibilities.	15	2.20	33.3	13%	53%	33%
27. You are open to the suggestions from others.	15	2.00	26.7	27%	47%	27%
28. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	2.47	53.3	7%	40%	53%
29. You look for ways to expand and learn new job skills.	15	2.60	60.0		40%	60%
30. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	1.80	13.3	33%	53%	13%

Comments:

- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ 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.
-

One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.

Management

Definition:

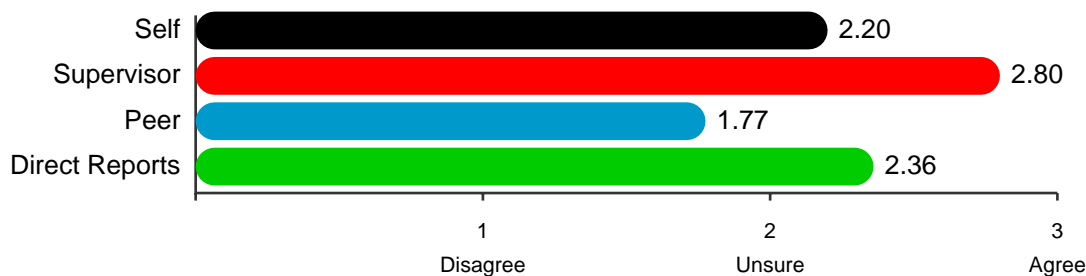
Effectively manages other employees. Offers guidance/goals and performance measures.

Why this is Important:

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

Summary Scores:

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



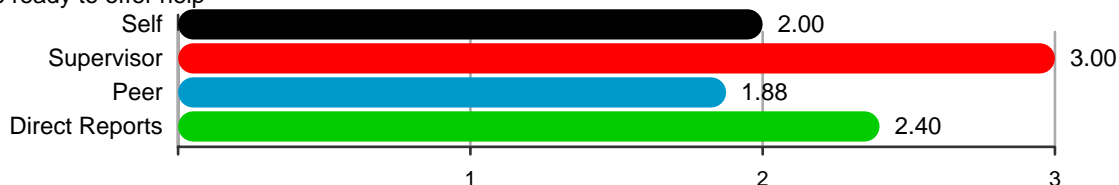
Scores on Each Item:

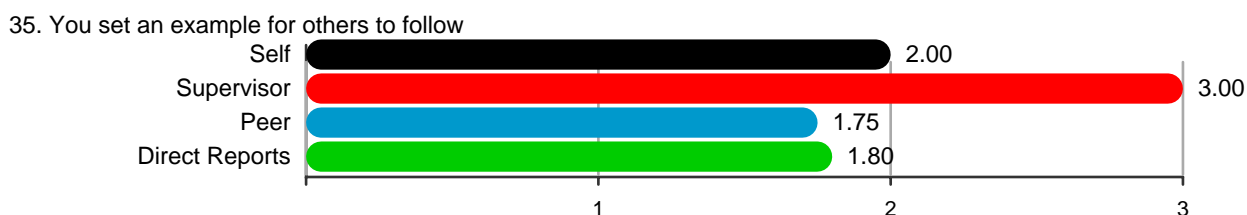
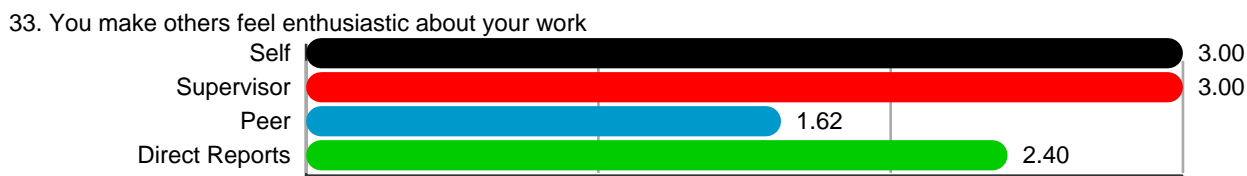
The scores for each of the items in this competency are shown below.

31. You keep staff informed about what is happening in the company



32. You are ready to offer help





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	Unsure 2	Agree 3
31. You keep staff informed about what is happening in the company	15	2.13	33.3	20%	47%	33%
32. You are ready to offer help	15	2.13	33.3	20%	47%	33%
33. You make others feel enthusiastic about your work	15	2.07	33.3	27%	40%	33%
34. You delegate tasks effectively	15	2.13	26.7	13%	60%	27%
35. You set an example for others to follow	15	1.87	20.0	33%	47%	20%

Comments:

- Is empathetic, understanding, and dependable.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.

Persuasion and Influence

Definition:

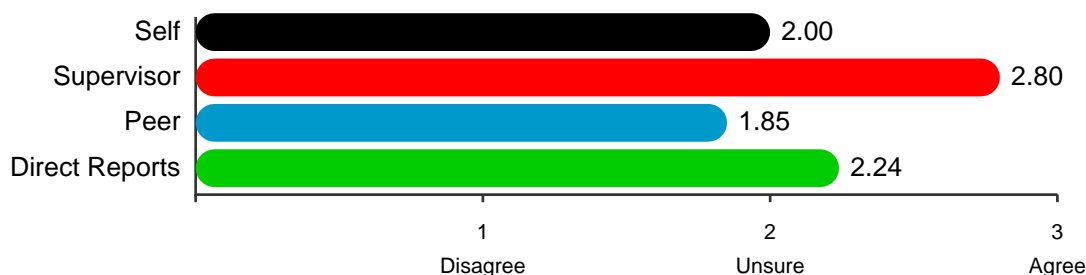
Able to persuade and influence others to obtain certain objectives and goals.

Why this is Important:

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

Summary Scores:

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



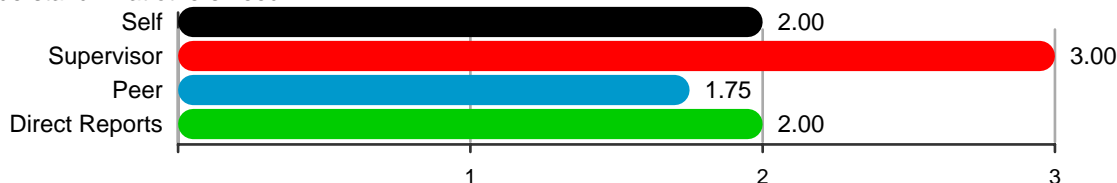
Scores on Each Item:

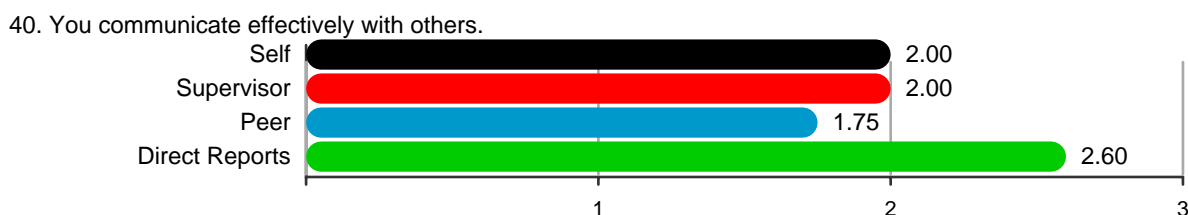
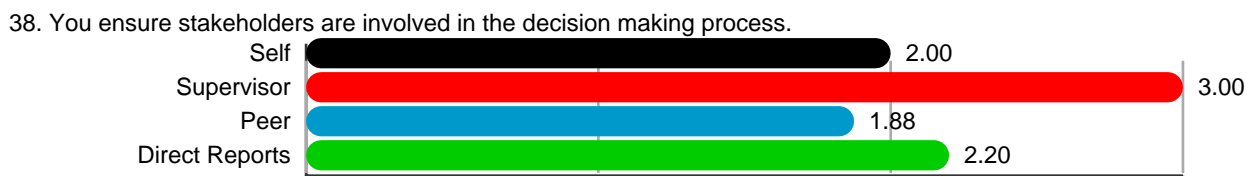
The scores for each of the items in this competency are shown below.

36. You are able to express own goals and needs.



37. You understand what others need.





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	Unsure 2	Agree 3
36. You are able to express own goals and needs.	15	1.87	20.0	33%	47%	20%
37. You understand what others need.	15	1.93	13.3	20%	67%	13%
38. You ensure stakeholders are involved in the decision making process.	15	2.07	33.3	27%	40%	33%
39. You attempt to persuade others rather than simply control them.	15	2.33	33.3		67%	33%
40. You communicate effectively with others.	15	2.07	33.3	27%	40%	33%

Comments:

- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
-

He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.

Goals

Definition:

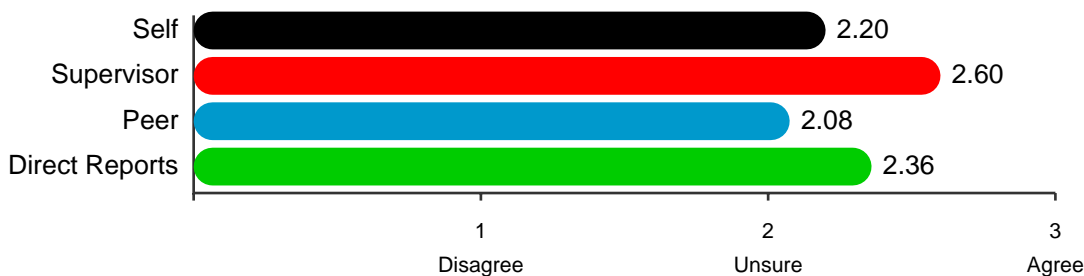
Sets and achieves goals aligned with the mission/values of the department and/or organization.

Why this is Important:

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

Summary Scores:

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



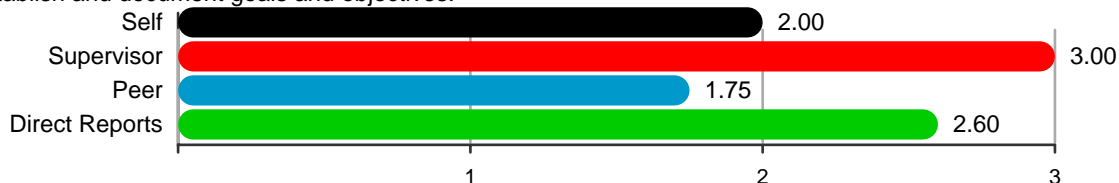
Scores on Each Item:

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

41. You conduct timely follow-up; keeps others informed on a need to know basis.



42. You establish and document goals and objectives.





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	Unsure 2	Agree 3
41. You conduct timely follow-up; keeps others informed on a need to know basis.	15	2.00	26.7	27%	47%	27%
42. You establish and document goals and objectives.	15	2.13	33.3	20%	47%	33%
43. You make sure that team members have a clear idea of our group's goals.	15	2.20	40.0	20%	40%	40%
44. You make sure that I have a clear idea of our group's goals.	15	2.20	26.7	7%	67%	27%
45. You set high expectations and goals; encourages others to support the organization.	15	2.53	60.0	7%	33%	60%

Comments:

- He is a fantastic resource.
- Initiative, attitude, and willingness to pitch in.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- Under his leadership, the department teams have become very cohesive.

Customer Focus

Definition:

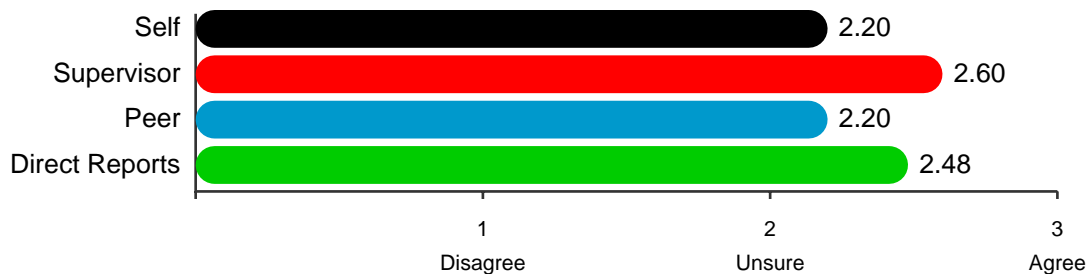
Prioritizing the customer's needs, expectations interactions above all else.
 Understanding and addressing customer needs, providing excellent service.
 Consistently delivering value to customers. A customer-focused approach involves fostering a company culture dedicated to enhancing customer satisfaction and building strong customer relationships.

Why this is Important:

Knowing your customer's needs, sometimes even before they articulate it, allows you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer satisfaction and loyalty. When you go above and beyond what customers expect, you create memorable experiences that can set your business apart from competitors. This can lead to positive word-of-mouth and repeat business. Quick and effective responses to customer inquiries or issues demonstrate that you value their time and business. A commitment to resolving their concerns shows that you are reliable and trustworthy.

Summary Scores:

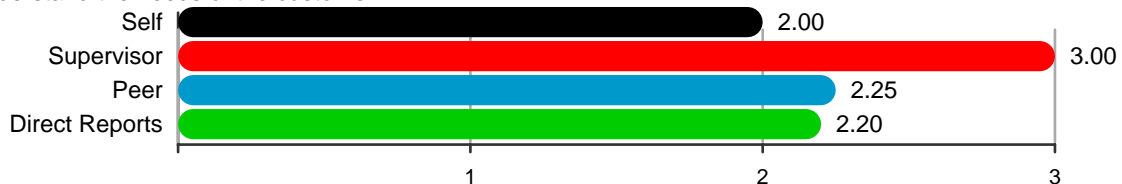
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

46. You understand the needs of the customer.



47. You use feedback from the customer to help improve the customer's experience.



48. I fulfill commitments made to customers.



49. You satisfy customer needs.



50. You use feedback from customers to help improve services.



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	Unsure 2	Agree 3
46. You understand the needs of the customer.	15	2.27	26.7		73%	27%
47. You use feedback from the customer to help improve the customer's experience.	15	2.13	26.7	13%	60%	27%
48. I fulfill commitments made to customers.	15	2.40	40.0		60%	40%
49. You satisfy customer needs.	15	2.47	46.7		53%	47%
50. You use feedback from customers to help improve services.	15	2.33	46.7	13%	40%	47%

Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- He keeps focused on things that are important for his department to run smoothly.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- _____ is always willing and routinely seeks opportunities to work with other departments.

Partnering/Networking

Definition:

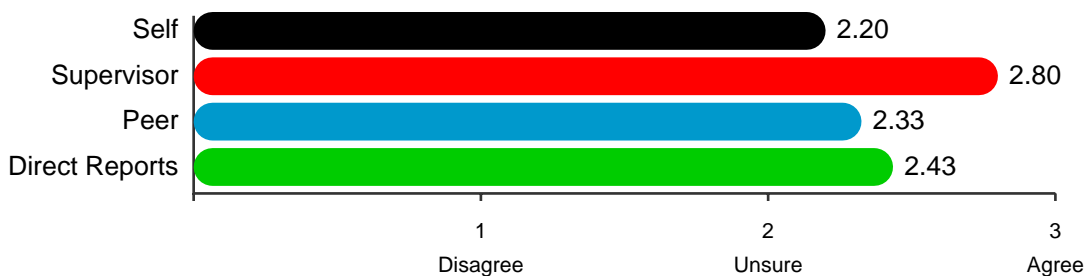
Partnering/Networking involves expanding associations with individuals and organizations to enhance business operations. This competency includes building alliances, collaborating with industry peers, growing one's network, and forming new relationships by finding common ground, sharing information, and pooling resources. It often involves partnering with those who offer complementary services or working across organizational boundaries.

Why this is Important:

Partnering and networking are vital for businesses because they open doors to new opportunities, resources, and markets. They enable companies to share risks, pool expertise, and innovate more effectively. For managers, this competency is essential as it helps them build relationships that can drive growth, streamline operations, and enhance overall business performance. By leveraging a strong network, managers can access critical insights, gain support for initiatives, and create synergistic partnerships that align with strategic goals.

Summary Scores:

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



Scores on Each Item:

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

51. I build alliances with others in the company.



52. You sustain existing partnerships guided by contracts and agreements.



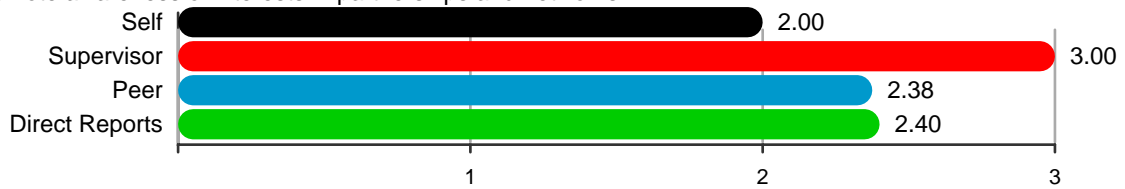
53. You support a partnering/networking culture.



54. You promote the understanding of how the department affects the organization overall.



55. You promote awareness of interests in partnerships and networks.



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	Unsure 2	Agree 3
51. I build alliances with others in the company.	14	2.21	28.6	7%	64%	29%
52. You sustain existing partnerships guided by contracts and agreements.	14	2.29	42.9	14%	43%	43%
53. You support a partnering/networking culture.	15	2.53	53.3		47%	53%
54. You promote the understanding of how the department affects the organization overall.	15	2.47	46.7		53%	47%
55. You promote awareness of interests in partnerships and networks.	15	2.40	40.0		60%	40%

Comments:

- Has the experience needed.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- I find him to be a stellar asset to our team at [CompanyName].
- Team-oriented and goal focused. Shows continuous desire for improvement.
- Don't work with him enough to observe the vast majority of these items.

Business Acumen

Definition:

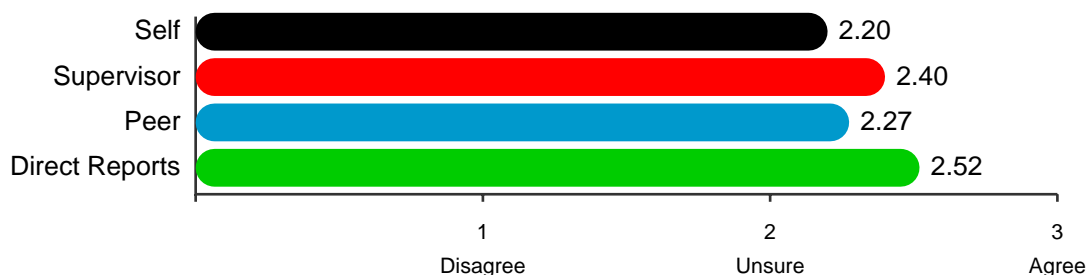
Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

Why this is Important:

Business acumen is a critical skill set for achieving success in business. It encompasses an understanding of how a business operates and the ability to facilitate operations, make strategic decisions, and communicate effectively to drive profitability and growth.

Summary Scores:

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



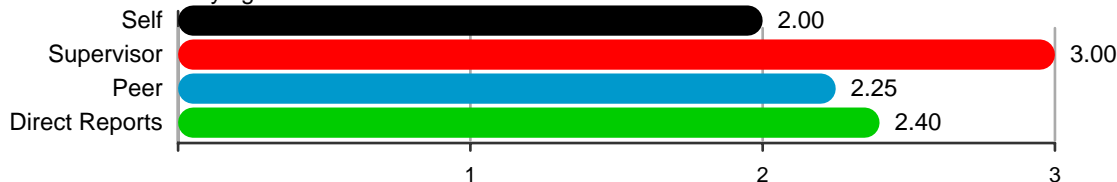
Scores on Each Item:

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

56. You accurately perceive potential risks to the business.



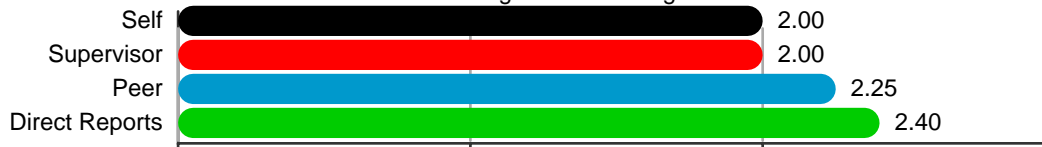
57. I recognize trends in underlying data.



58. I conduct thorough market research to understand industry trends, customer needs, and competitive landscapes.



59. You have conversations with customers and clients to get a better insight into their business needs.



60. You understand the costs, profits, markets, and added value of issues.



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	Unsure 2	Agree 3
56. You accurately perceive potential risks to the business.	15	2.53	53.3	47%		53%
57. I recognize trends in underlying data.	15	2.33	33.3	67%		33%
58. I conduct thorough market research to understand industry trends, customer needs, and competitive landscapes.	15	2.33	33.3	67%		33%
59. You have conversations with customers and clients to get a better insight into their business needs.	15	2.27	26.7	73%		27%
60. You understand the costs, profits, markets, and added value of issues.	15	2.33	33.3	67%		33%

Comments:

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- _____ is a very effective leader and excellent communicator.
- He is a real advocate for the customers. Excellent department and computer skills
- _____ is a great manager, committed to each employee in our department.
- Great addition to our team!
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.

Strategic Insight

Definition:

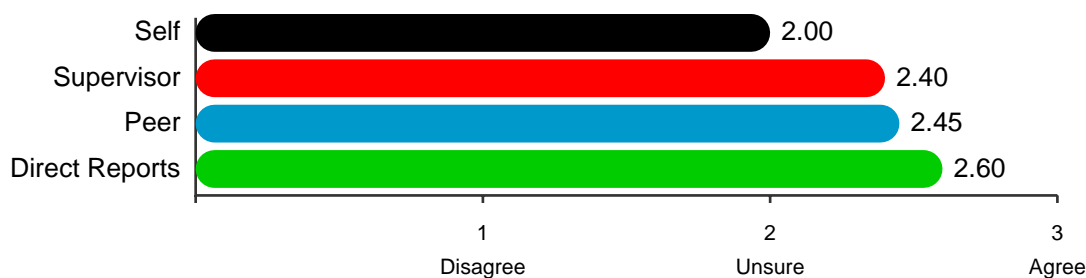
Strategic Insight is defined as being observant, analytical and knowledgeable about factors impacting the company. Interacting with employees and customers to get a deeper understanding of problems they are facing. This insight is used to create innovative responses to meet their needs.

Why this is Important:

Strategic insight is crucial for organizations because it empowers them to make intelligent, data-driven decisions to navigate complex problems. Obtaining a deeper understanding of markets and customers helps you formulate more effective strategies to meet challenging needs.

Summary Scores:

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



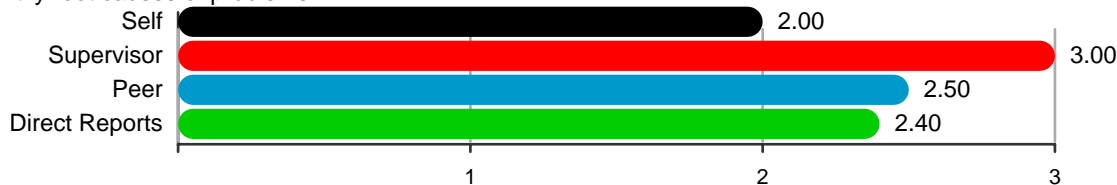
Scores on Each Item:

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

61. You meet with customers to gain insight into their core needs and how best to serve them.



62. You identify root causes of problems.



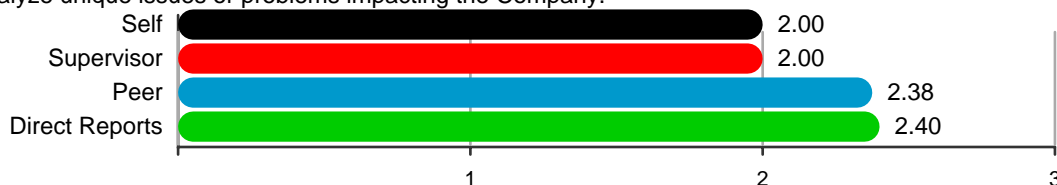
63. I pursue strategic alliances with valued partners.



64. I develop a strategic vision for the future.



65. You analyze unique issues or problems impacting the Company.



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	Unsure 2	Agree 3
61. You meet with customers to gain insight into their core needs and how best to serve them.	15	2.47	46.7		53%	47%
62. You identify root causes of problems.	15	2.47	46.7		53%	47%
63. I pursue strategic alliances with valued partners.	15	2.47	46.7		53%	47%
64. I develop a strategic vision for the future.	15	2.60	60.0		40%	60%
65. You analyze unique issues or problems impacting the Company.	15	2.33	40.0	7%	53%	40%

Comments:

- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- _____ is by far a leader in the service area.
- _____ is very clear about his expectations and I appreciate this.
- Always looking for ways to grow as a person. Inspires others to do the same.
- He always steps up and gets what needs to be done completed.

Planning

Definition:

Planning is a core aspect of organizational management. Contingency planning, strategic planning, forecasting, resource management, project management, staffing, scheduling, and logistics are all important types of planning in organizations.

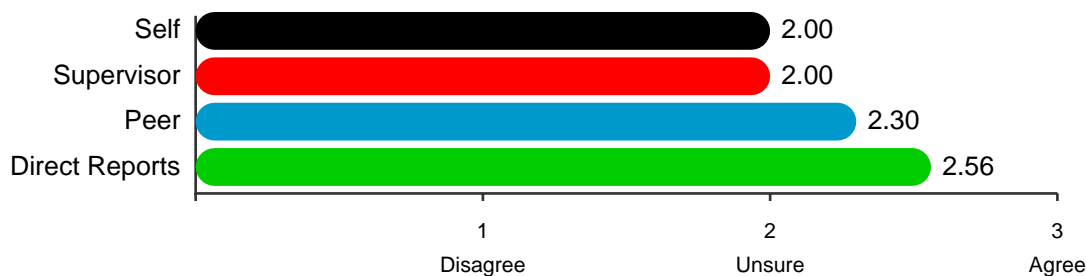
Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

Why this is Important:

Planning is necessary to prepare for unexpected events, predicting future trends, allocating resources, managing projects, staffing, scheduling and logistics.

Summary Scores:

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



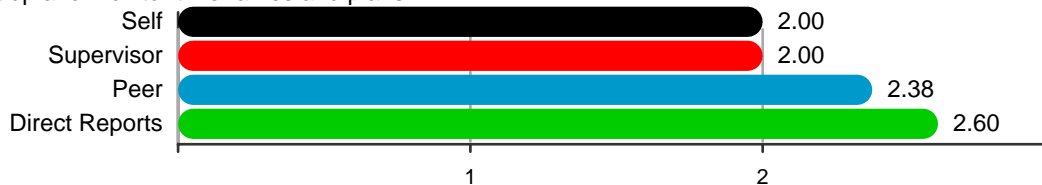
Scores on Each Item:

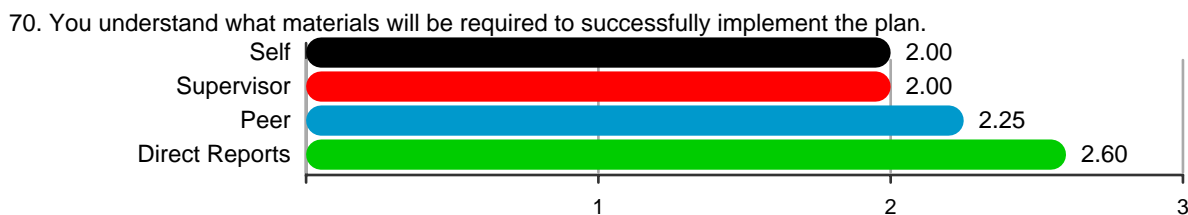
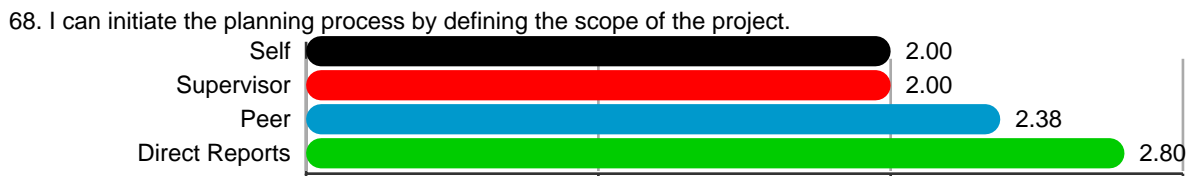
The scores for each of the items in this competency are shown below.

66. You establish a course of action for self and others to accomplish specific goals.



67. You set up and monitor timeframes and plans





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	Unsure 2	Agree 3
66. You establish a course of action for self and others to accomplish specific goals.	15	2.20	26.7	7%	67%	27%
67. You set up and monitor timeframes and plans	15	2.40	40.0		60%	40%
68. I can initiate the planning process by defining the scope of the project.	15	2.47	46.7		53%	47%
69. You are able to clearly articulate the plan for the department/district.	15	2.33	33.3		67%	33%
70. You understand what materials will be required to successfully implement the plan.	15	2.33	33.3		67%	33%