



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.

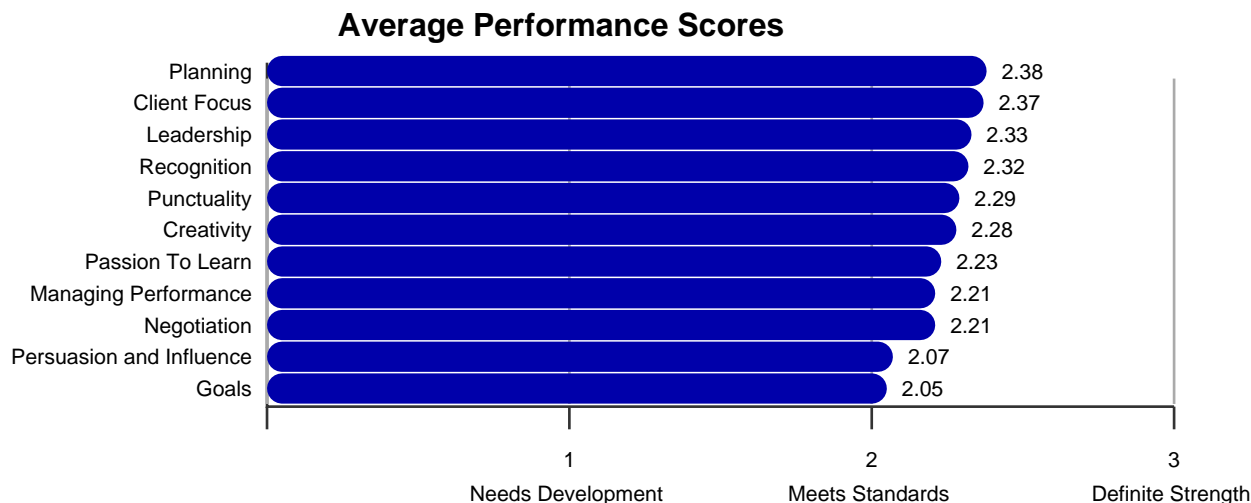
What to Do with Your Feedback

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 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.



Client Focus

Definition:

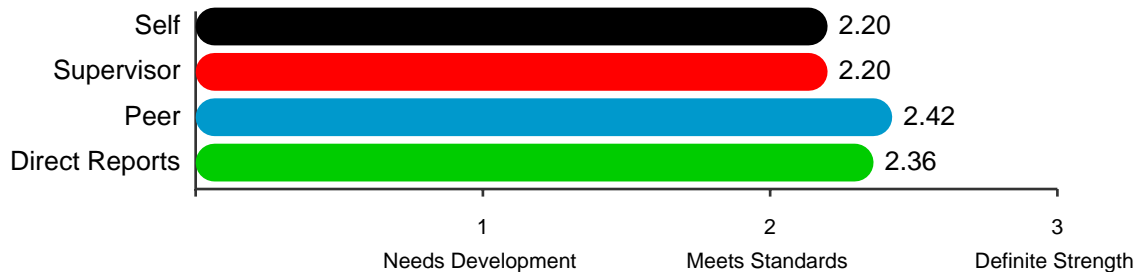
Prioritizing the client's needs, expectations interactions above all else. Understanding and addressing client needs, providing excellent service. Consistently delivering value to clients. A client-focused approach involves fostering a company culture dedicated to enhancing client satisfaction and building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

Why this is Important:

Knowing your client'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 client satisfaction and loyalty. When you go above and beyond what clients 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 client 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.



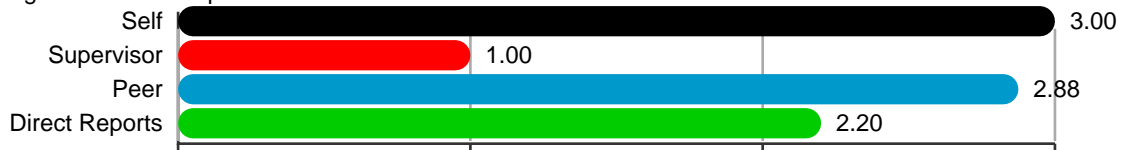
Scores on Each Item:

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

1. You are pro-active in dealing with clients and addressing your needs.



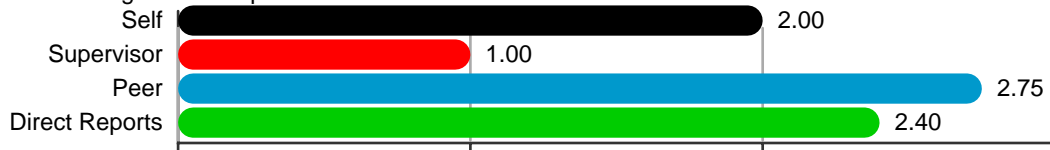
2. I build long term relationships with clients.



3. You demonstrate a commitment to client focus.



4. You maintain strong relationships with clients.



5. You satisfy client needs.



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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 1. You are pro-active in dealing with clients and addressing your needs. | 15 | 2.27 | 33.3 | 7% | 60% | 33% |
| 2. I build long term relationships with clients. | 15 | 2.53 | 73.3 | 20% | 7% | 73% |
| 3. You demonstrate a commitment to client focus. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 4. You maintain strong relationships with clients. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 5. You satisfy client needs. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |

Comments:

- I appreciate his style and support.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- Each member feels they are a part of the team and knows their contribution is valued.
- _____ has made great strides with increasing communication and teamwork within his reports.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.

Creativity

Definition:

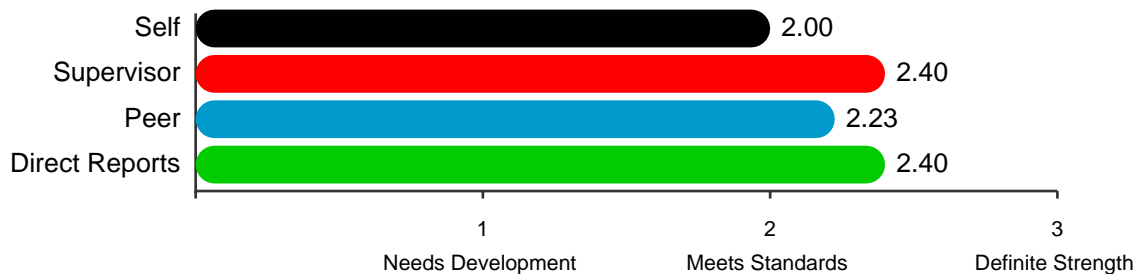
Creates new and innovative solutions to problems and ideas/strategies to be implemented.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

6. You are creative and inspirational.



7. You add value to the department/organization.



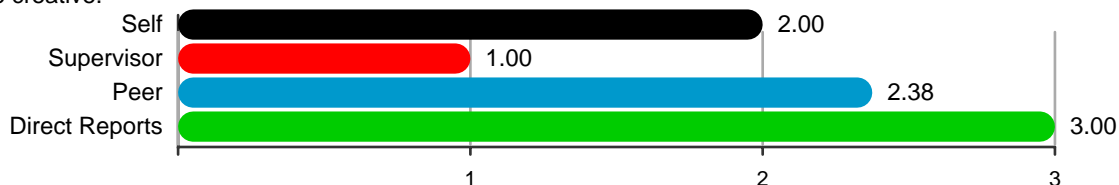
8. You develop solutions to challenging problems.



9. You conceive, implement and evaluate ideas.



10. You are creative.



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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|---------------------|-------------------|---------------------|
| 6. You are creative and inspirational. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 7. You add value to the department/organization. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 8. You develop solutions to challenging problems. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 9. You conceive, implement and evaluate ideas. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 10. You are creative. | 15 | 2.47 | 60.0 | 13% | 27% | 60% |

Comments:

- _____ 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.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- The department is lucky to have him.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.

Passion To Learn

Definition:

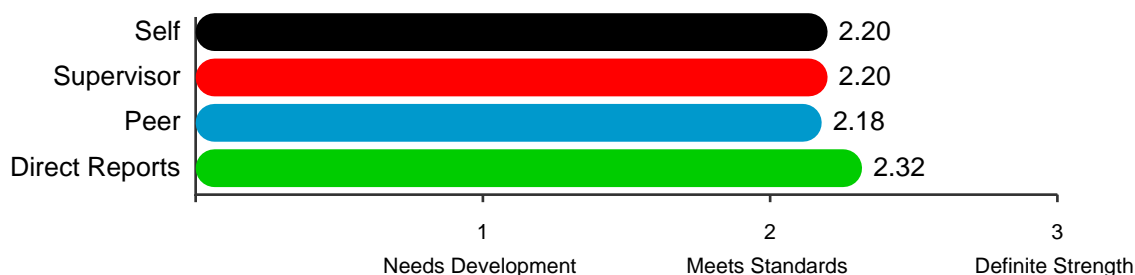
High level of curiosity and committed to their professional development.

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.



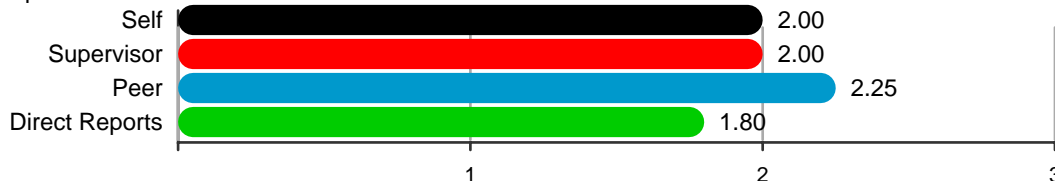
Scores on Each Item:

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

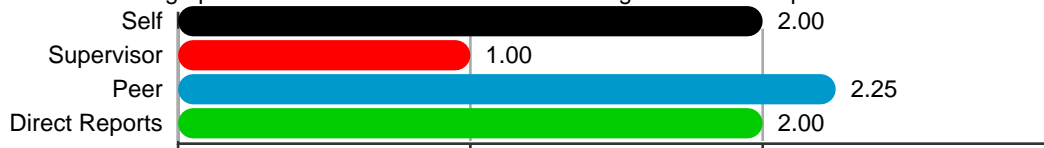
11. You will participate in training classes even if offered outside of normal working hours.



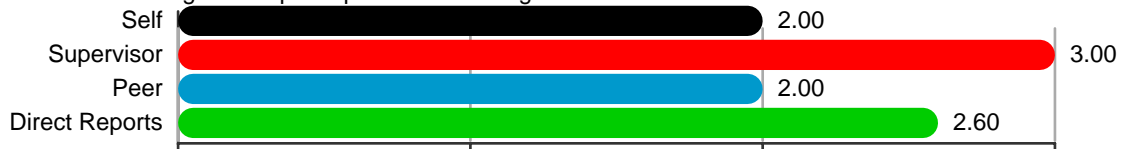
12. You are open to feedback from others.



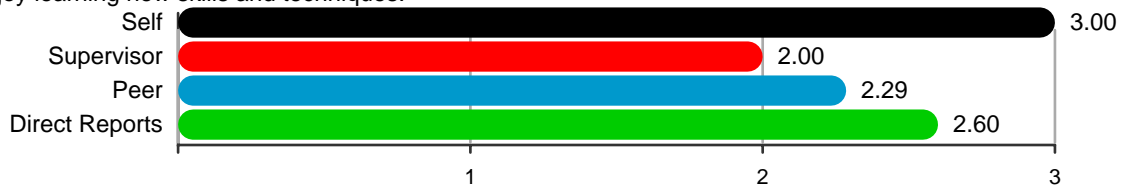
13. You demonstrate through personal behavior the commitment to high standards of performance.



14. You demonstrate a willingness to participate in continuing education courses.



15. You enjoy learning new skills and techniques.



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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|---------------------|-------------------|---------------------|
| 11. You will participate in training classes even if offered outside of normal working hours. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 12. You are open to feedback from others. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 13. You demonstrate through personal behavior the commitment to high standards of performance. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 14. You demonstrate a willingness to participate in continuing education courses. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |
| 15. You enjoy learning new skills and techniques. | 14 | 2.43 | 50.0 | 7% | 43% | 50% |

Comments:

- Always has the company's best interest at heart.
- He couldn't be more engaged if he tried.
- _____ has done tremendous work this past year in the Finance team.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- 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.

Punctuality

Definition:

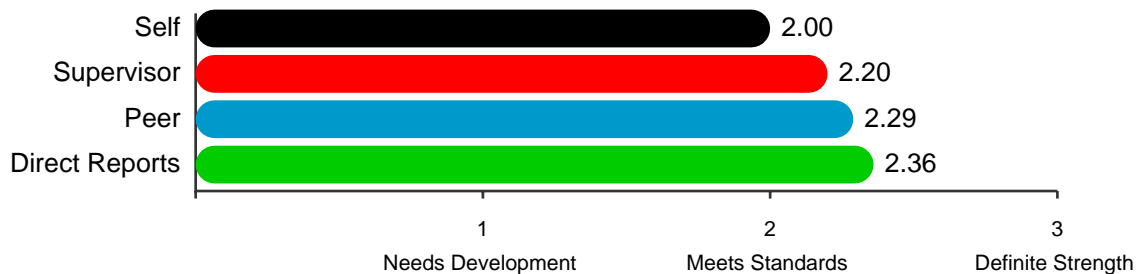
Adheres to schedules and timelines. Starts meetings, workday, and assigned tasks on time.

Why this is Important:

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

Summary Scores:

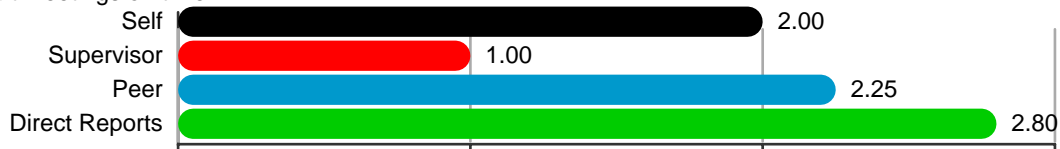
The summary scores shown here are an average of each of the items in this competency.



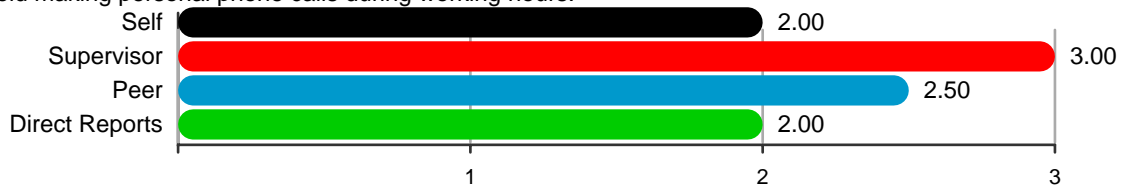
Scores on Each Item:

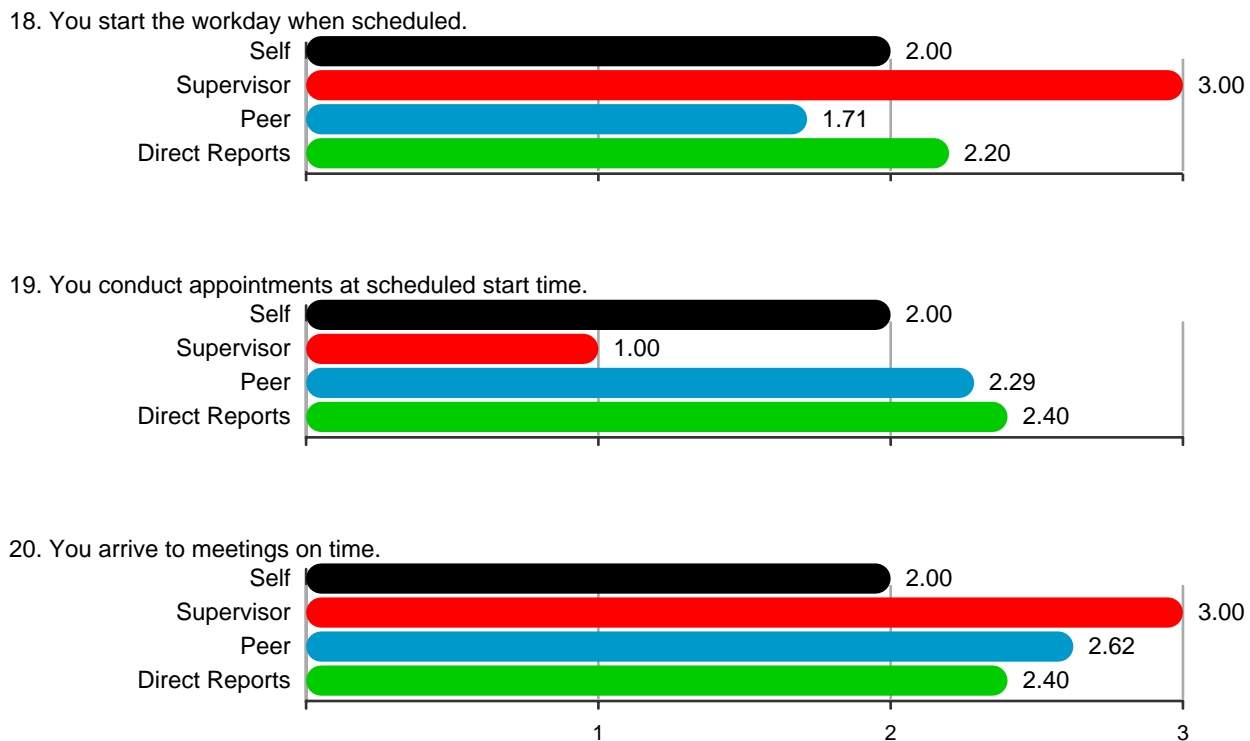
The scores for each of the items in this competency are shown below.

16. You start meetings on time.



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





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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|---------------------|-------------------|---------------------|
| 16. You start meetings on time. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |
| 17. You avoid making personal phone calls during working hours. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 18. You start the workday when scheduled. | 14 | 2.00 | 14.3 | 14% | 71% | 14% |
| 19. You conduct appointments at scheduled start time. | 14 | 2.21 | 42.9 | 21% | 36% | 43% |
| 20. You arrive to meetings on time. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- Without a doubt, _____ is the best director I have worked for in my 30+ year career at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
-

_____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

Leadership

Definition:

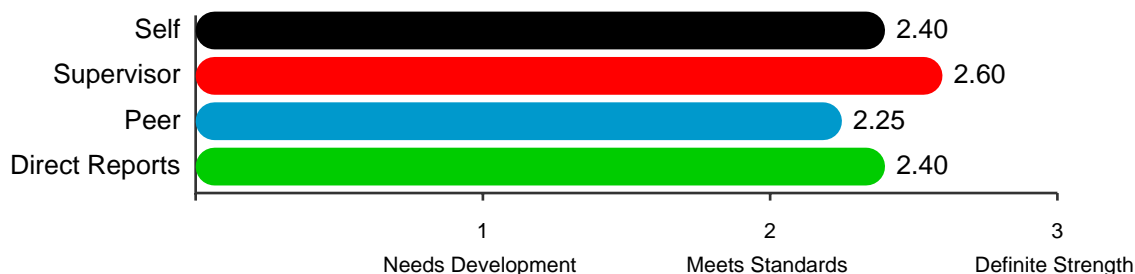
Effectively leads the department/division/organization. Leads and/or directs others in the completing of tasks.

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.



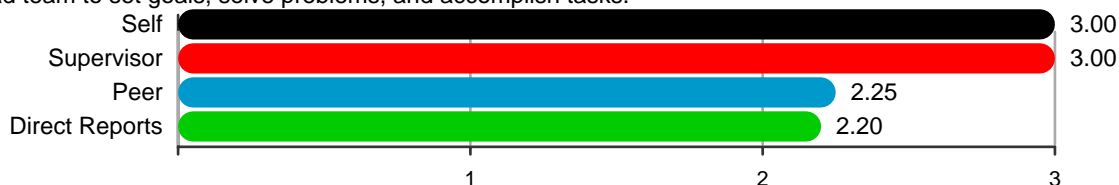
Scores on Each Item:

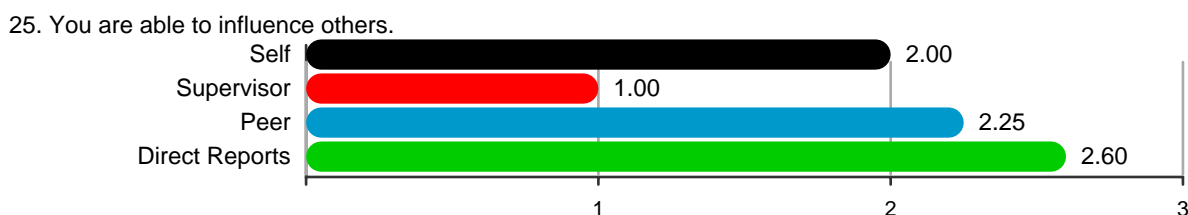
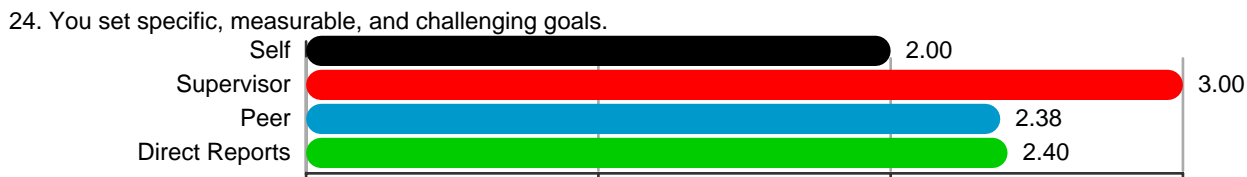
The scores for each of the items in this competency are shown below.

21. You set clear goals and objectives for subordinates.



22. You lead team to set goals, solve problems, and accomplish tasks.





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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|---------------------|-------------------|---------------------|
| 21. You set clear goals and objectives for subordinates. | 15 | 2.60 | 66.7 | 7% | 27% | 67% |
| 22. You lead team to set goals, solve problems, and accomplish tasks. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 23. You recognize individual and team accomplishments and reward them appropriately. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 24. You set specific, measurable, and challenging goals. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 25. You are able to influence others. | 15 | 2.27 | 53.3 | 27% | 20% | 53% |

Comments:

- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I can depend on him with whatever is needed.
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- He cares deeply about the engagement of his staff and has concern for those in need.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.

Managing Performance

Definition:

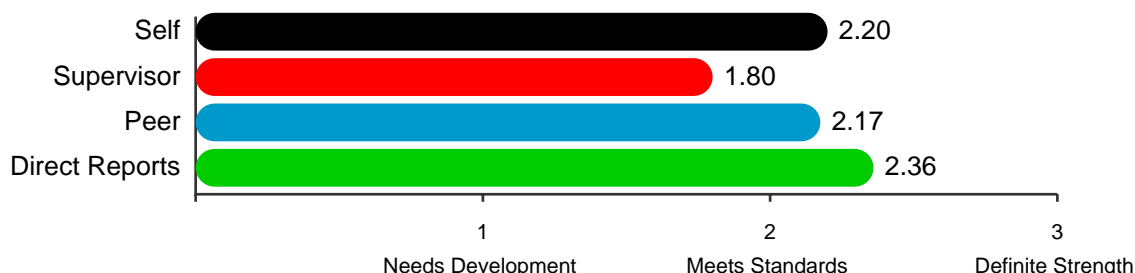
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance 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:

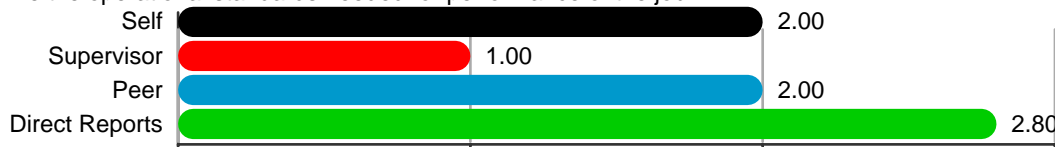
The summary scores shown here are an average of each of the items in this competency.



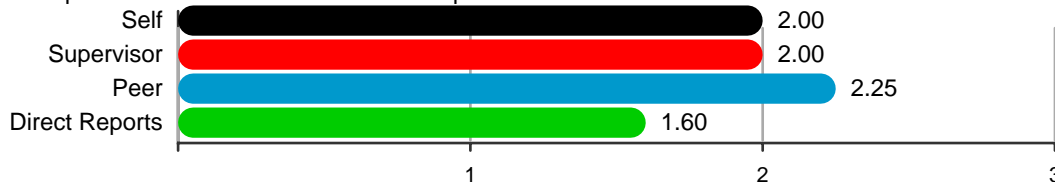
Scores on Each Item:

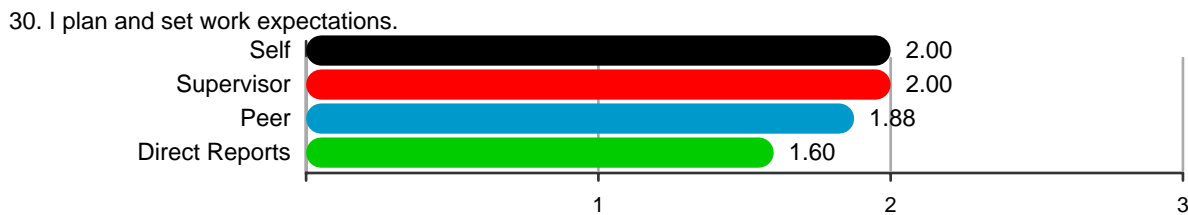
The scores for each of the items in this competency are shown below.

26. I determine the operational standards needed for performance of the job.



27. I reward exceptional individuals with additional responsibilities.





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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|---------------------|-------------------|---------------------|
| 26. I determine the operational standards needed for performance of the job. | 15 | 2.20 | 33.3 | 13% | 53% | 33% |
| 27. I reward exceptional individuals with additional responsibilities. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 28. Initiates probationary actions for employees with sub-par performance. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 29. You reward employees for exceeding goals. | 15 | 2.60 | 60.0 | 0% | 40% | 60% |
| 30. I plan and set work expectations. | 15 | 1.80 | 13.3 | 33% | 53% | 13% |

Comments:

- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- His positive attitude is constant.
- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- He is a real advocate for the customers. Excellent department and computer skills

Persuasion and Influence

Definition:

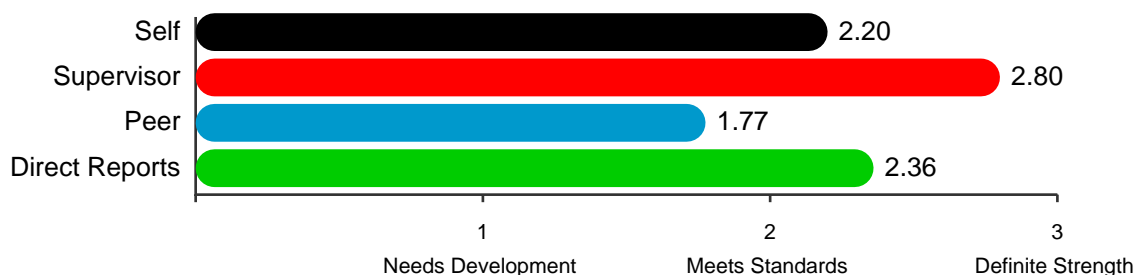
Able to persuade and influence others to obtain certain objectives and goals.

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.



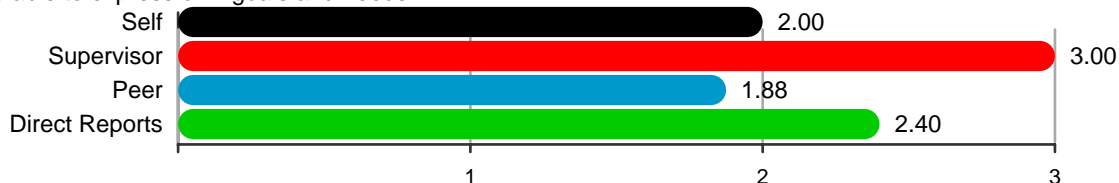
Scores on Each Item:

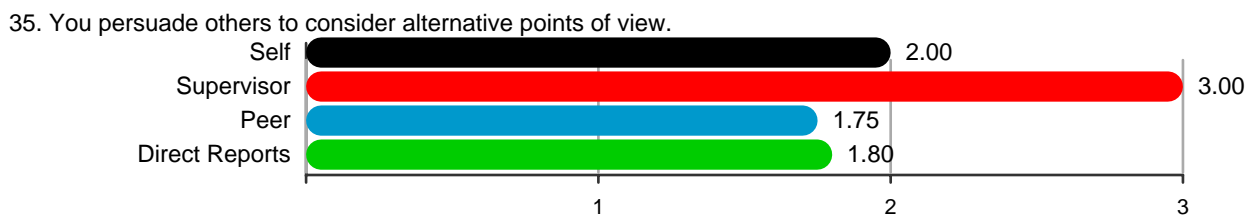
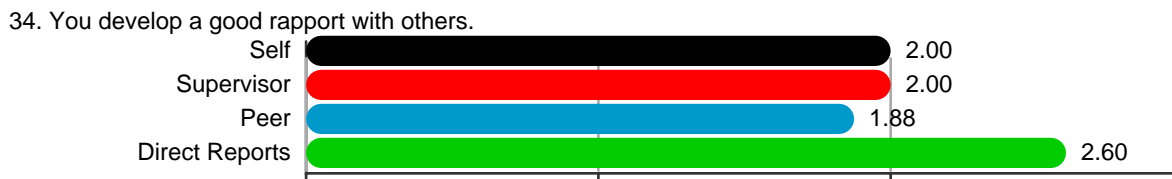
The scores for each of the items in this competency are shown below.

31. You understand what others need.



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





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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|---------------------|-------------------|---------------------|
| 31. You understand what others need. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 32. You are able to express own goals and needs. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 33. You ensure stakeholders are involved in the decision making process. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 34. You develop a good rapport with others. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 35. You persuade others to consider alternative points of view. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |

Comments:

- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- He encourages individual and professional improvement and provides educational opportunities.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- _____ 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.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.

Goals

Definition:

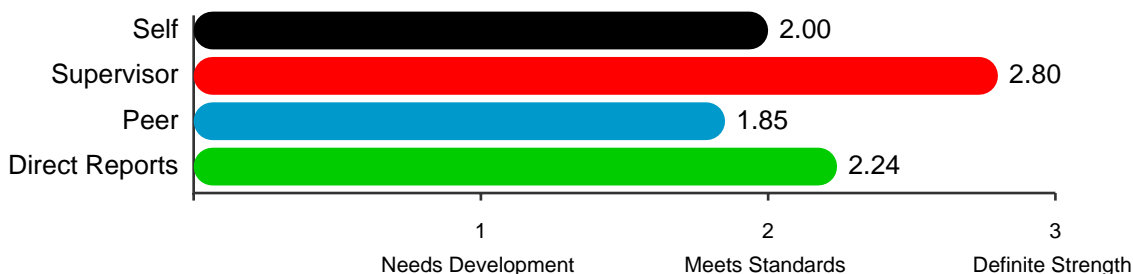
Sets and achieves goals aligned with the mission/values of the department and/or organization.

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.

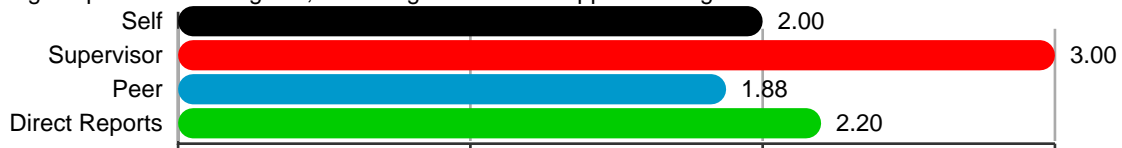
36. You achieve goals.



37. You understand and contribute to development of strategic goals.



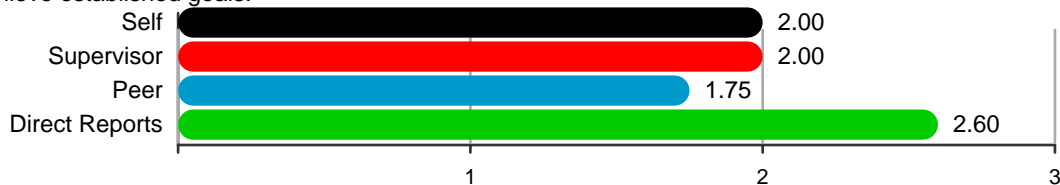
38. You set high expectations and goals; encourages others to support the organization.



39. You establish and document goals and objectives.



40. You achieve established goals.



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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|---------------------|-------------------|---------------------|
| 36. You achieve goals. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |
| 37. You understand and contribute to development of strategic goals. | 15 | 1.93 | 13.3 | 20% | 67% | 13% |
| 38. You set high expectations and goals; encourages others to support the organization. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 39. You establish and document goals and objectives. | 15 | 2.33 | 33.3 | | 67% | 33% |
| 40. You achieve established goals. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |

Comments:

- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- _____ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- _____ has nothing but [CompanyName]'s best interest at heart.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.

Negotiation

Definition:

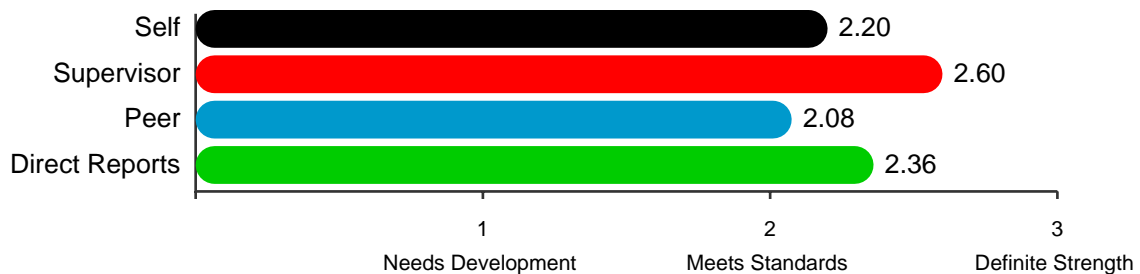
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions that are persuasive. Having self-control and being perceptive to the emotions and positions of others and remaining calm and composed are also very important to becoming a skilled and effective negotiator.

Why this is Important:

Negotiation Skills enable managers to successfully resolve conflicts, develop trust and long-term partnerships. These skills can help achieve business objectives that contribute toward the success of the company. Strong negotiation skills can help individuals advance their careers by advocating for better roles, compensation, and benefits. Negotiation skills help managers and employees work together better to adapt to business challenges.

Summary Scores:

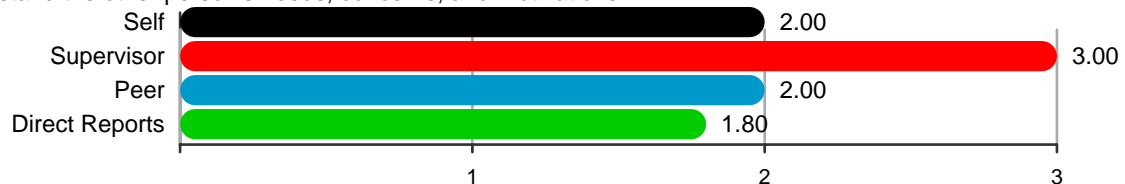
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. I understand the other person's needs, concerns, and motivations.



42. I maintain a calm demeanor, even when discussions get heated.



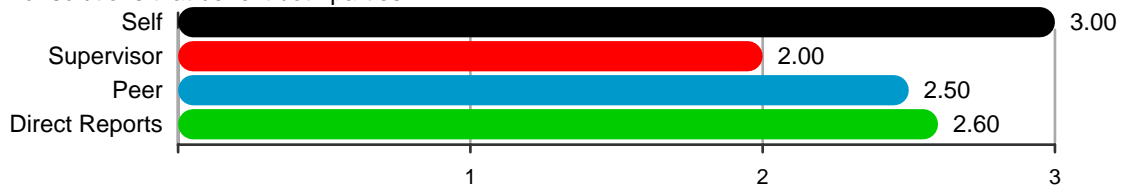
43. You clearly explain the issues and interests at the start of negotiations.



44. I can tailor my approach to more effectively address current demands.



45. You aim for solutions that benefit both parties.



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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|--|----|------|------|------------------------|----------------------|------------------------|
| 41. I understand the other person's needs, concerns, and motivations. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 42. I maintain a calm demeanor, even when discussions get heated. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 43. You clearly explain the issues and interests at the start of negotiations. | 15 | 2.20 | 40.0 | 20% | 40% | 40% |
| 44. I can tailor my approach to more effectively address current demands. | 15 | 2.20 | 26.7 | 7% | 67% | 27% |
| 45. You aim for solutions that benefit both parties. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- He is very supportive and easily approachable.
- _____ always presents himself in the most professional manner.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- I really appreciate him as a member of the team.

Recognition

Definition:

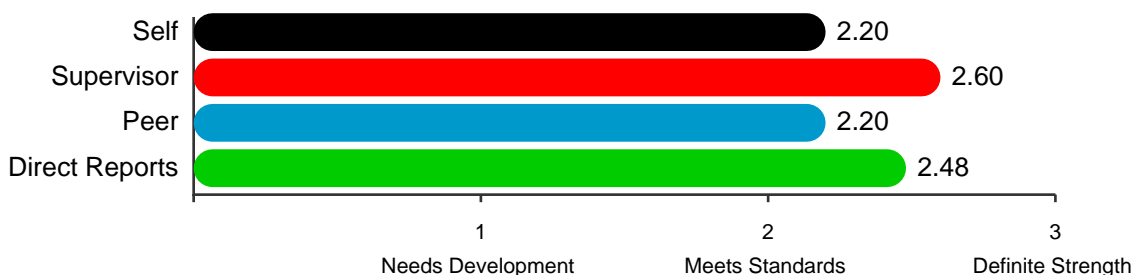
Recognizes the work and contributions of others.

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.



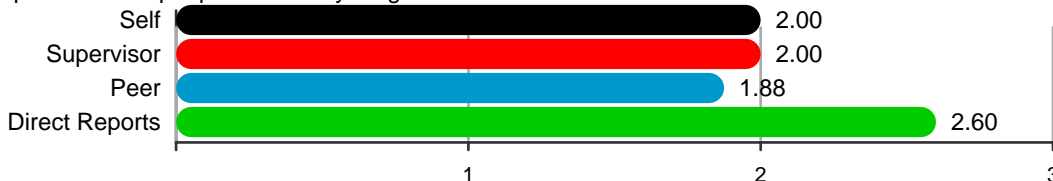
Scores on Each Item:

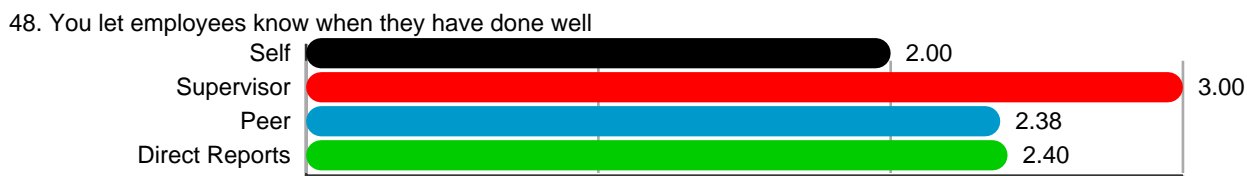
The scores for each of the items in this competency are shown below.

46. You recognize team members who offer a significant contribution to a project.



47. You compliment other people when they do good work





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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|---------------------|-------------------|---------------------|
| 46. You recognize team members who offer a significant contribution to a project. | 15 | 2.27 | 26.7 | | 73% | 27% |
| 47. You compliment other people when they do good work | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 48. You let employees know when they have done well | 15 | 2.40 | 40.0 | | 60% | 40% |
| 49. You offer recognition in a timely manner. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 50. You say "thank you" to show appreciation for work of others. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |

Comments:

- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Loyalty. Willingness to get it right.
- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- Cannot think of anything
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

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.

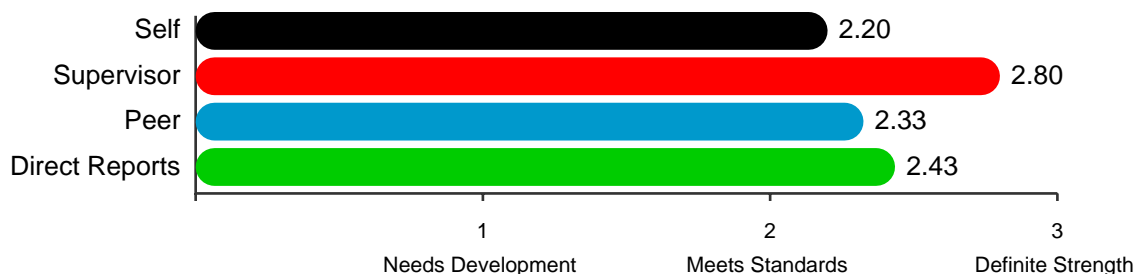
Planning gives direction and sets the framework for managing time and resources by identifying goals, setting priorities, and establishing the steps needed to reach those goals.

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.



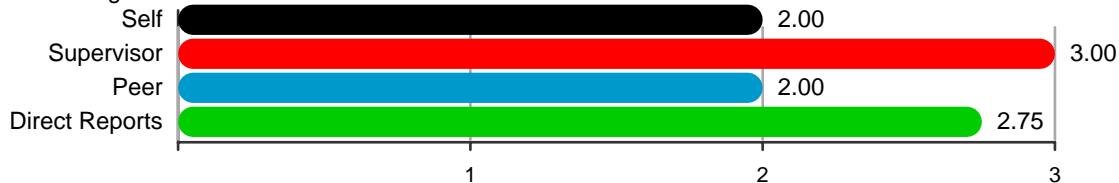
Scores on Each Item:

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

51. I develop effective plans to deal with unforeseen circumstances.



52. You work in an organized manner



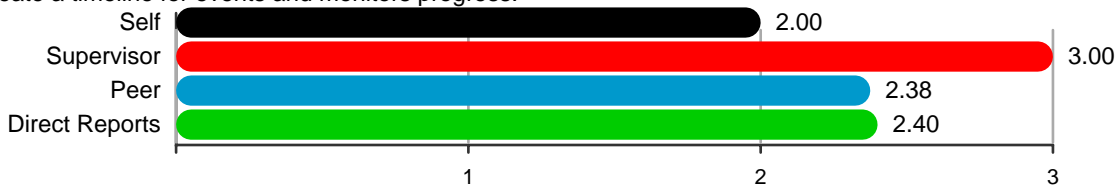
53. I am open to input from others into the plan for development of the strategic plan.



54. You understand what materials will be required to successfully implement the plan.



55. I can create a timeline for events and monitors progress.



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 (Needs Development) to green (Definite Strength).

| Item | n | Avg | LOA | Needs Development 1 | Meets Standards 2 | Definite Strength 3 |
|---|----|------|------|---------------------|-------------------|---------------------|
| 51. I develop effective plans to deal with unforeseen circumstances. | 14 | 2.21 | 28.6 | 7% | 64% | 29% |
| 52. You work in an organized manner | 14 | 2.29 | 42.9 | 14% | 43% | 43% |
| 53. I am open to input from others into the plan for development of the strategic plan. | 15 | 2.53 | 53.3 | | 47% | 53% |
| 54. You understand what materials will be required to successfully implement the plan. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 55. I can create a timeline for events and monitors progress. | 15 | 2.40 | 40.0 | | 60% | 40% |

Comments:

- He is a pleasure to work with and an asset to [CompanyName].
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- _____ is highly professional and amazingly skilled at both critical thinking and detail management.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.