



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.

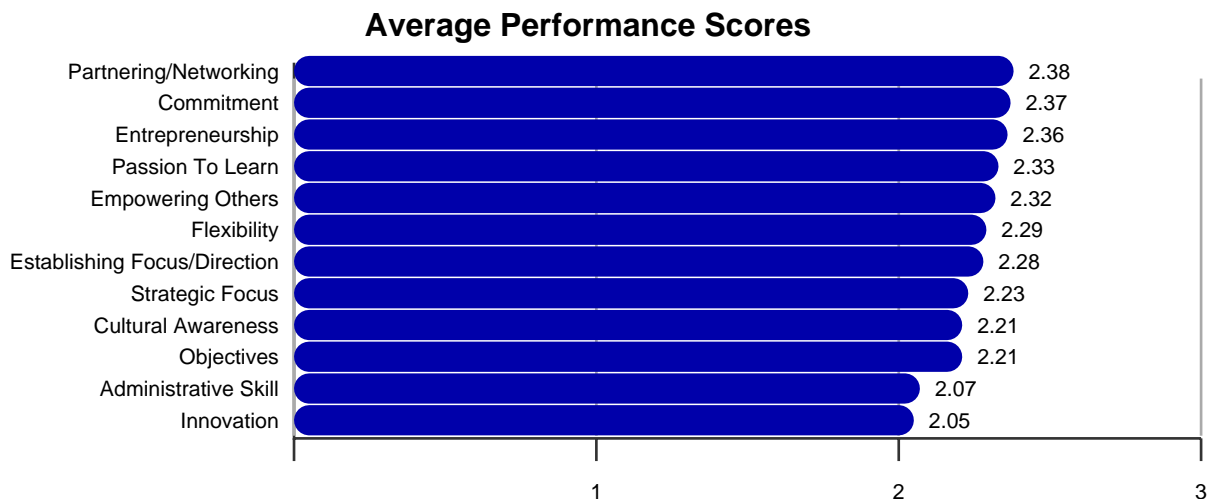
What to Do with Your Feedback

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 12 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.



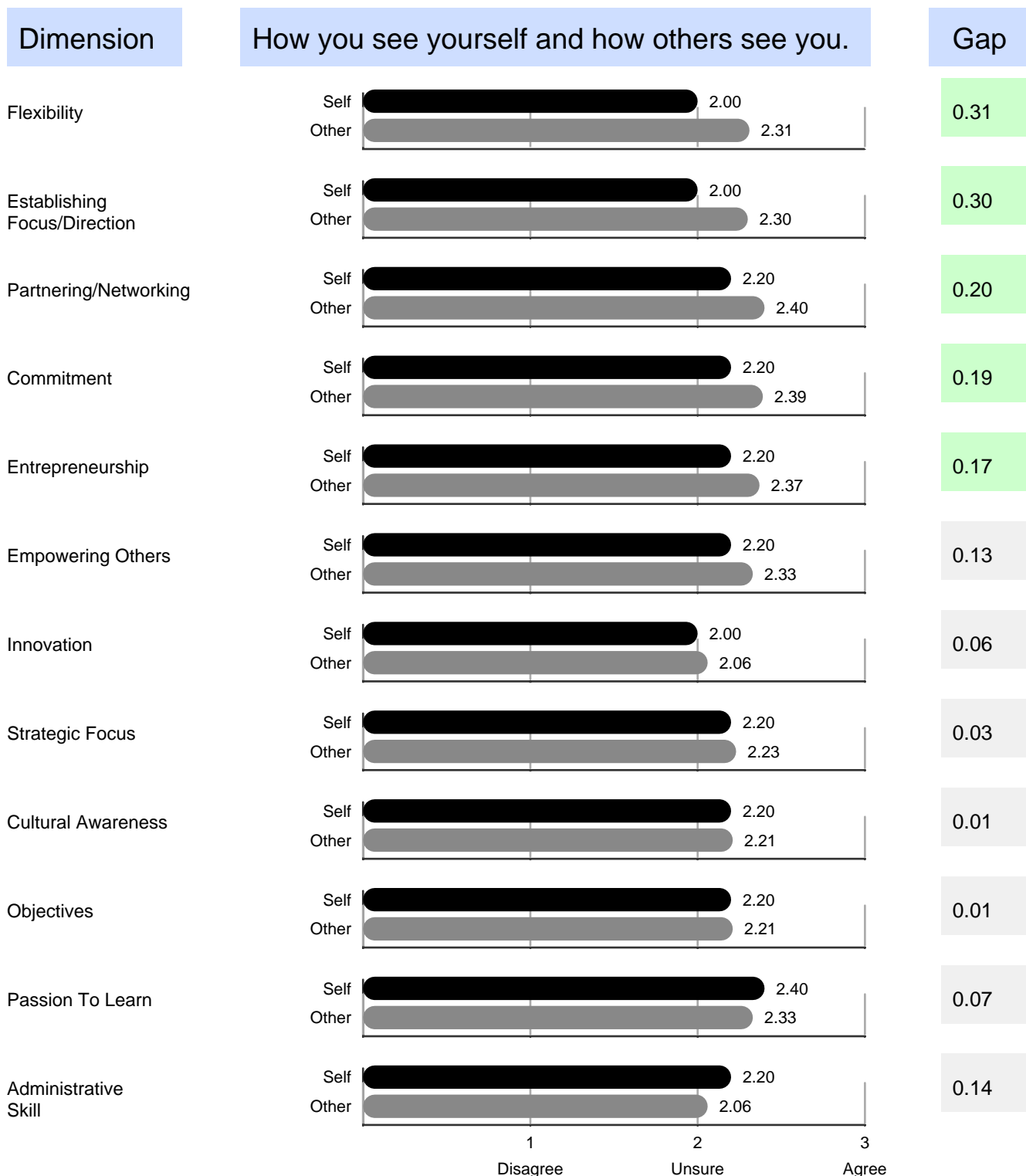
Disagree

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.



Commitment

Definition:

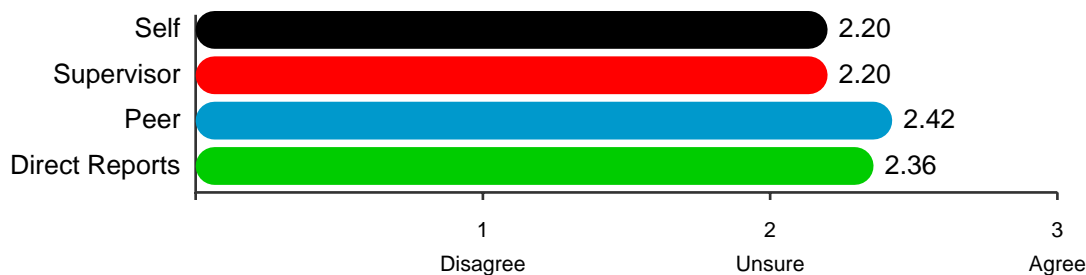
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual objectives, ownership, and accountability contribute directly to collective success. Commitment inspires others by modeling resilience, urgency, and uncompromising integrity, while fostering a culture of engagement, shared values, and employee development that strengthens organizational capabilities. Ultimately, it operates across all levels of hierarchy, reinforcing alignment, loyalty, and inspiration that drive sustainable success and collective achievement.

Why this is Important:

Commitment is vital for businesses because it ensures employees remain dedicated and focused, driving consistent performance even when challenges arise. When individuals align their values and goals with organizational priorities, they create ownership and accountability that directly contribute to long-term success. Commitment also fosters a culture of engagement, shared values, and employee development, which strengthens capabilities and inspires collective achievement. Ultimately, strong commitment across all levels of the hierarchy builds resilience, urgency, and loyalty that sustain growth and competitive advantage.

Summary Scores:

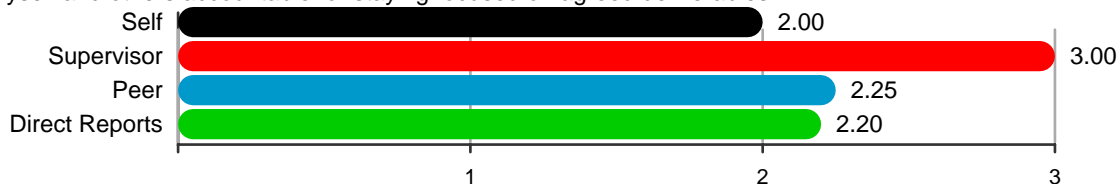
The summary scores shown here are an average of each of the items in this competency.



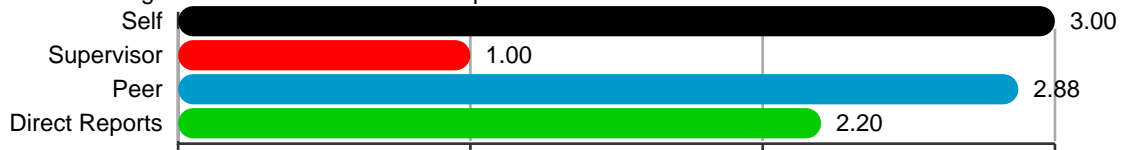
Scores on Each Item:

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

1. I hold myself and others accountable for staying focused on agreed deliverables.



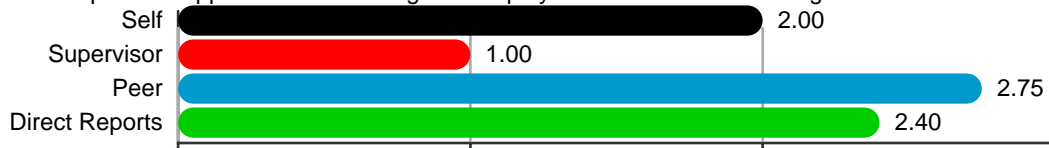
2. You maintain a strong commitment to continuous improvement.



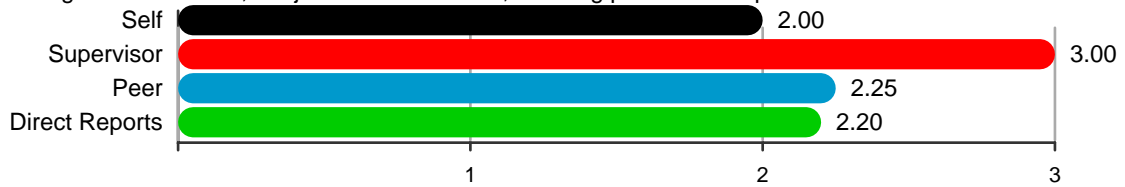
3. You drive superior service outcomes by equipping employees with tools, training, and a sense of ownership.



4. I provide developmental opportunities to strengthen employee commitment to the organization.



5. I invest in long-term outcomes, not just short-term wins, showing patience and perseverance.



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	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
1. I hold myself and others accountable for staying focused on agreed deliverables.	15	2.27	33.3	7%	60%	33%
2. You maintain a strong commitment to continuous improvement.	15	2.53	73.3	20%	7%	73%
3. You drive superior service outcomes by equipping employees with tools, training, and a sense of ownership.	15	2.33	40.0	7%	53%	40%
4. I provide developmental opportunities to strengthen employee commitment to the organization.	15	2.47	53.3	7%	40%	53%
5. I invest in long-term outcomes, not just short-term wins, showing patience and perseverance.	15	2.27	40.0	13%	47%	40%

Comments:

- She has taken her team to the next level.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- ___ is very approachable and ensures the best for all employees in the department.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all its forms helps the team to achieve excellence.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance through the entire process.

Establishing Focus/Direction

Definition:

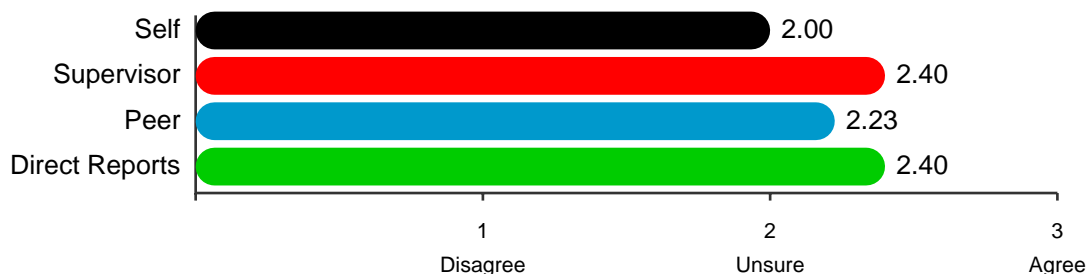
Establishing Focus/Direction is the ability to align people, plans, and resources toward meaningful goals by setting clear expectations, creating structure, and maintaining strategic clarity. It involves setting clear goals that connect individual efforts to organizational priorities, and applying situational 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.

6. I provide training or mentorship to help guide employees in the department.



7. You maintain focus when handling several problems or tasks simultaneously.



8. I provide incentives to help employees remain committed to the completion of important tasks.



9. You establish guidelines and procedures to ensure workplace safety and compliance with regulations.



10. You tailor guidance and support based on individual strengths, challenges, or circumstances.



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	Response Percentages		
				Disagree 1 1	Unsure 2 2	Agree 3 3
6. I provide training or mentorship to help guide employees in the department.	15	2.13	33.3	20%	47%	33%
7. You maintain focus when handling several problems or tasks simultaneously.	15	2.07	26.7	20%	53%	27%
8. I provide incentives to help employees remain committed to the completion of important tasks.	15	2.33	40.0	7%	53%	40%
9. You establish guidelines and procedures to ensure workplace safety and compliance with regulations.	15	2.40	53.3	13%	33%	53%
10. You tailor guidance and support based on individual strengths, challenges, or circumstances.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

Strategic Focus

Definition:

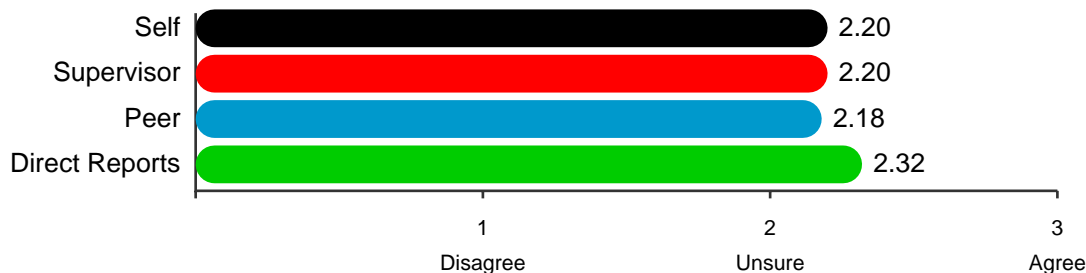
Strategic focus is the ability to analyze complex challenges, determine the best approach to achieving organizational goals, and proactively address risks that impact operations. It involves scanning internal and external environments, formulating corporate-level strategies, and aligning projects with the company's vision, mission, and values to ensure long-term success. Effective strategic focus mobilizes leadership to implement change, coordinate cross-functional teams, and leverage SWOT analysis to refine decision-making and drive sustainable growth.

Why this is Important:

Strategic focus is crucial for organizations because it helps them navigate complex challenges, optimize resources, and align business initiatives with long-term objectives. By continuously monitoring risks and opportunities, refining corporate strategies, and mobilizing leadership-driven change, companies can remain competitive and adaptable in evolving markets. A strong strategic focus ensures teams work cohesively toward shared goals, fostering sustainable growth, operational efficiency, and informed decision-making.

Summary Scores:

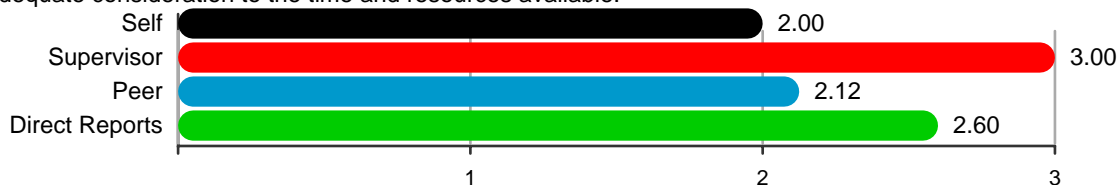
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

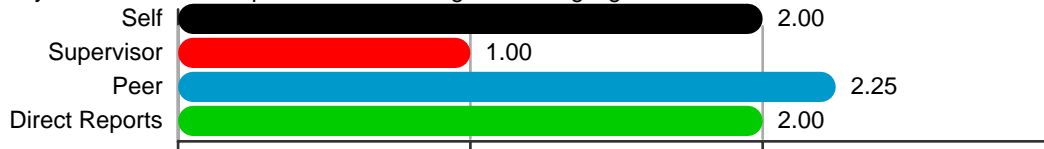
11. I give adequate consideration to the time and resources available.



12. I create a vision for the organization based on how the organization should appear in the future.



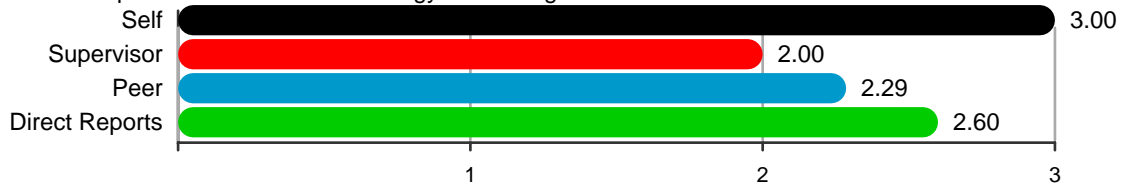
13. You identify the role of each department in meeting the strategic goals.



14. I develop a strategic plan to focus on strategic issues.



15. You ensure the department has a viable strategy for moving forward.



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	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
11. I give adequate consideration to the time and resources available.	15	2.33	40.0	7%	53%	40%
12. I create a vision for the organization based on how the organization should appear in the future.	15	2.07	20.0	13%	67%	20%
13. You identify the role of each department in meeting the strategic goals.	15	2.07	26.7	20%	53%	27%
14. I develop a strategic plan to focus on strategic issues.	15	2.27	40.0	13%	47%	40%
15. You ensure the department has a viable strategy for moving forward.	14	2.43	50.0	7%	43%	50%

Comments:

- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ is a outstanding manager.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- ___ always presents herself in the most professional manner.
- ___ has excellent job and people skills.

Flexibility

Definition:

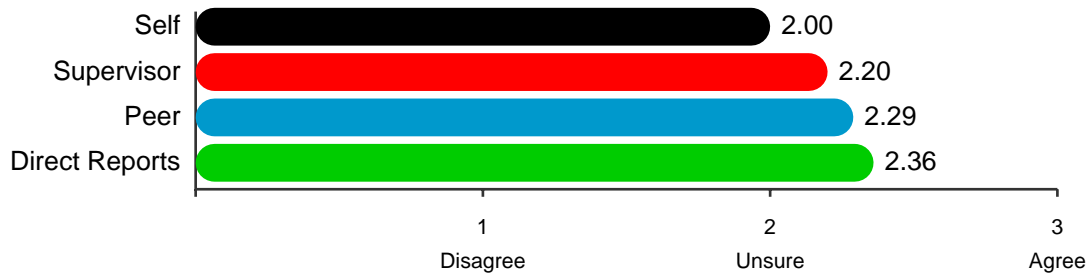
Flexibility is the ability to think a variety of thoughts, change the ways of doing things, solving unique problems, meeting the needs of a variety of people, managing unpredictable events/circumstances, and adapting to new environments or the needs of different situations. Flexibility also includes recovering quickly from setbacks and maintaining a high level of productivity despite obstacles. Flexibility includes being responsive to the needs of others, to accommodate others, and provide customized training to facilitate learning.

Why this is Important:

Flexibility allows individuals and organizations to adapt to changing circumstances and challenges with ease. This adaptability enhances problem-solving, strategic thinking and innovation, leading to more effective and efficient operations. Flexibility is being resilient in the response to setbacks, enabling a quicker recovery and maintaining productivity. Flexibility also accommodates the diverse needs and perspectives of others to create a more inclusive and collaborative work environment. Flexibility helps drive success and sustainability in today's dynamic business environment.

Summary Scores:

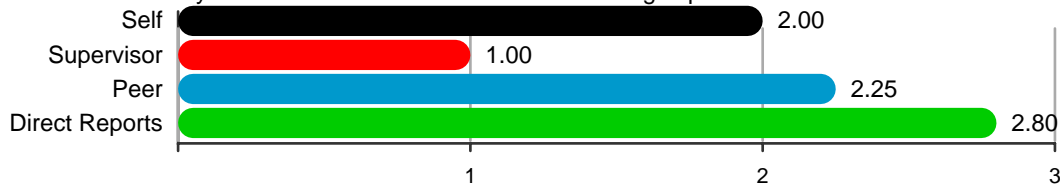
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I innovate skills and modify behaviors to remain flexible in addressing important issues.



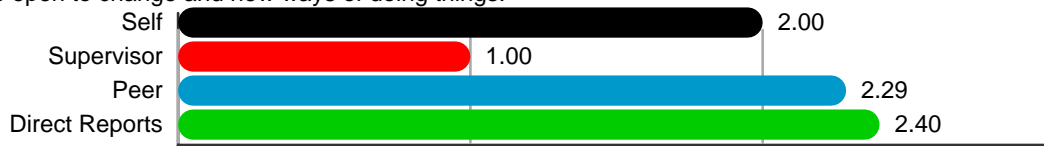
17. You navigate ambiguity with ease, maintaining focus and productivity amidst uncertainty.



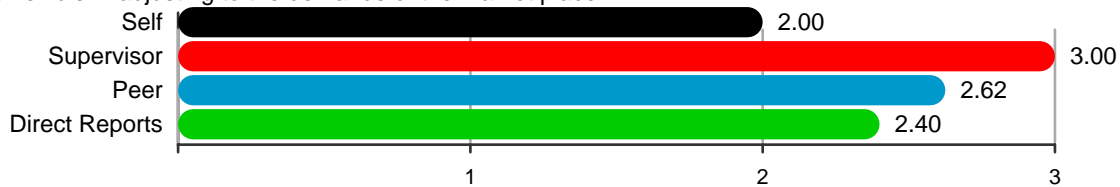
18. You encourage adaptability to utilize more efficient processes.



19. You are open to change and new ways of doing things.



20. You are flexible in adjusting to the demands of the market place.



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	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
16. I innovate skills and modify behaviors to remain flexible in addressing important issues.	15	2.33	46.7	13%	40%	47%
17. You navigate ambiguity with ease, maintaining focus and productivity amidst uncertainty.	15	2.33	40.0	7%	53%	40%
18. You encourage adaptability to utilize more efficient processes.	14	2.00	14.3	14%	71%	14%
19. You are open to change and new ways of doing things.	14	2.21	42.9	21%	36%	43%
20. You are flexible in adjusting to the demands of the market place.	15	2.53	60.0	7%	33%	60%

Comments:

- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- She lets us develop our own style and inspires us to do our best.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ is always willing and routinely seeks opportunities to work with other departments.

Passion To Learn

Definition:

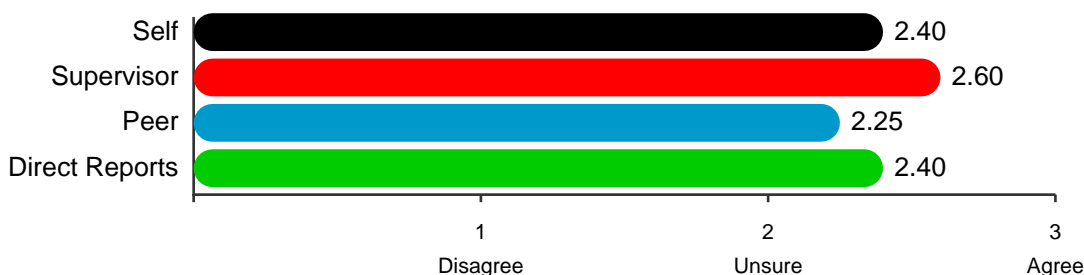
High level of curiosity and committed to their professional development.

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 create an environment that supports personal development and exploration.



22. You are open minded and curious about learning new skills.



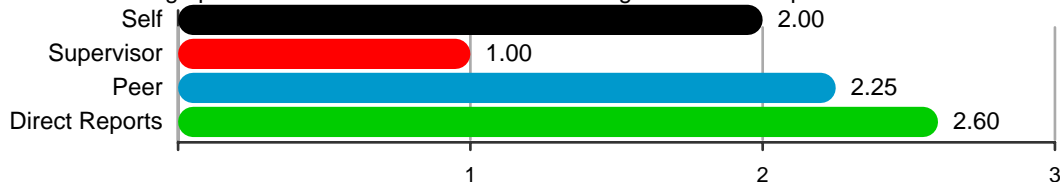
23. You embrace new technology and procedures.



24. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.



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



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	Response Distribution		
				Disagree (1)	Unsure (2)	Agree (3)
21. You create an environment that supports personal development and exploration.	15	2.60	66.7	7%	27%	67%
22. You are open minded and curious about learning new skills.	15	2.33	40.0	7%	53%	40%
23. You embrace new technology and procedures.	15	2.07	20.0	13%	67%	20%
24. You recognize own areas for development and consciously seek assignments that will provide practice in areas of developmental need.	15	2.40	53.3	13%	33%	53%
25. You demonstrate through personal behavior the commitment to high standards of performance.	15	2.27	53.3	27%	20%	53%

Comments:

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- She works diligently with our supplier to ensure the inventory is cost effective.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.

Cultural Awareness

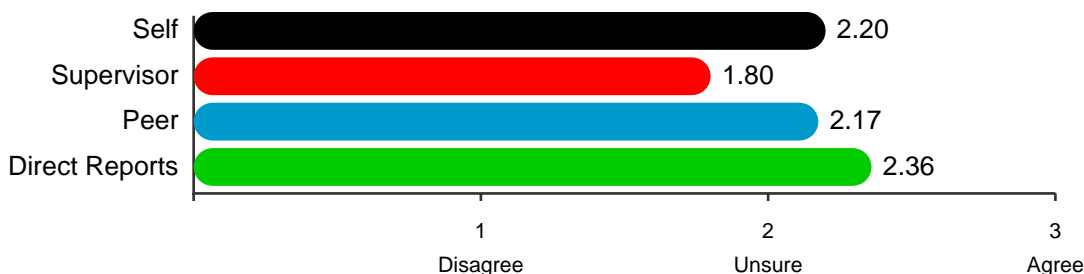
Definition:

Cultural Awareness is the ability to recognize and reflect on one's own cultural perspectives and biases while remaining open to the unique views and traditions of others. It involves showing sensitivity by honoring cultural milestones, adapting communication respectfully, and addressing individual needs with care and empathy. Culturally aware individuals foster inclusion by listening without judgment, promoting mutual respect, and encouraging recognition of diverse voices across teams. They continuously learn, advocate for equity, and model humility and integrity; helping build safe, collaborative environments where cultural differences are valued as strengths.

Why this is Important:

Summary Scores:

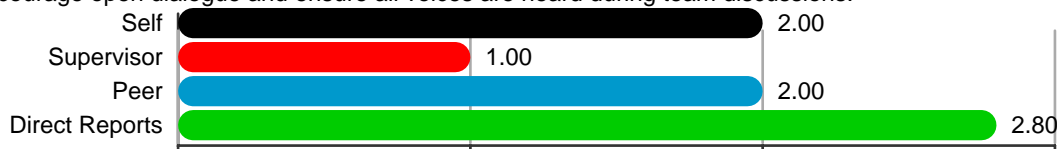
The summary scores shown here are an average of each of the items in this competency.



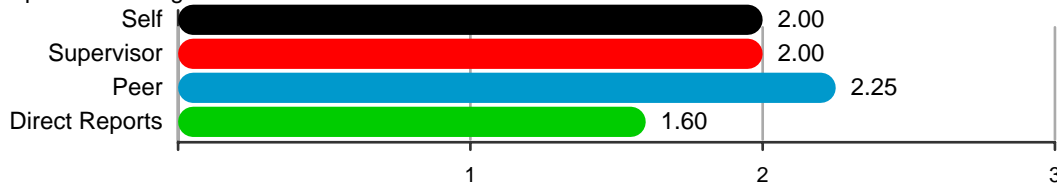
Scores on Each Item:

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

26. You encourage open dialogue and ensure all voices are heard during team discussions.



27. You are open to learning about different cultures.



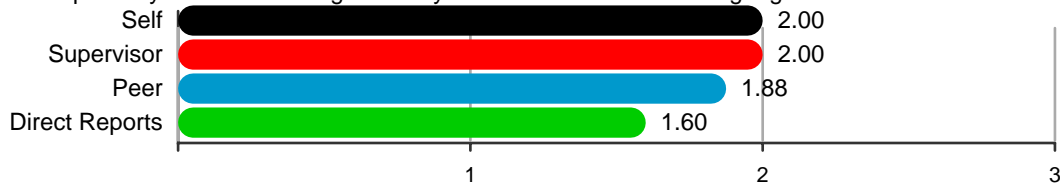
28. You build collaborative relationships by honor cultural norms and interpersonal boundaries.



29. You uphold inclusive policies that protect cultural expression and identity in the workplace.



30. I intervene respectfully when witnessing culturally insensitive behavior or language.



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 encourage open dialogue and ensure all voices are heard during team discussions.	15	2.20	33.3	13%	53%	33%
27. You are open to learning about different cultures.	15	2.00	26.7	27%	47%	27%
28. You build collaborative relationships by honor cultural norms and interpersonal boundaries.	15	2.47	53.3	7%	40%	53%
29. You uphold inclusive policies that protect cultural expression and identity in the workplace.	15	2.60	60.0		40%	60%
30. I intervene respectfully when witnessing culturally insensitive behavior or language.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She is also very enthusiastic and energetic.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- ___ is very responsive and provides great support service.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- ___ 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 she has helped us come through it standing upright!

Administrative Skill

Definition:

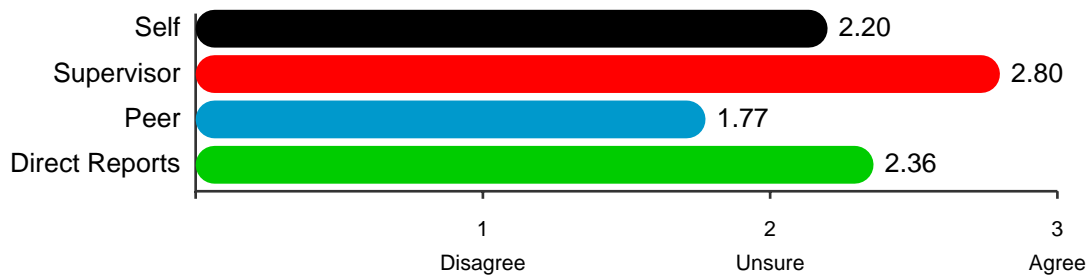
Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster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

Why this is Important:

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

Summary Scores:

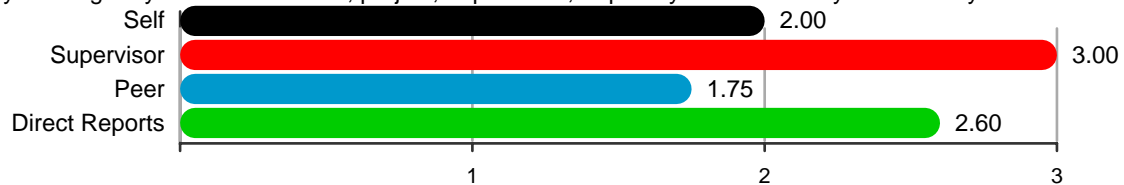
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

31. I classify files logically based on content, project, department, or priority to ensure easy accessibility.



32. I maintain an orientation toward helping others.



33. You actively listen to what individuals are say take time to understand the points being made.



34. I ensure compliance by verifying that the response meets the requirements and adhere to any formatting or submission guidelines specified in the RFQ/RFI.



35. You are able to develop, justify and present a budget.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
31. I classify files logically based on content, project, department, or priority to ensure easy accessibility.	15	2.13	33.3	20%	47%	33%
32. I maintain an orientation toward helping others.	15	2.13	33.3	20%	47%	33%
33. You actively listen to what individuals are say take time to understand the points being made.	15	2.07	33.3	27%	40%	33%
34. I ensure compliance by verifying that the response meets the requirements and adhere to any formatting or submission guidelines specified in the RFQ/RFI.	15	2.13	26.7	13%	60%	27%
35. You are able to develop, justify and present a budget.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ established an environment in which teamwork and creativity flourished.

Innovation

Definition:

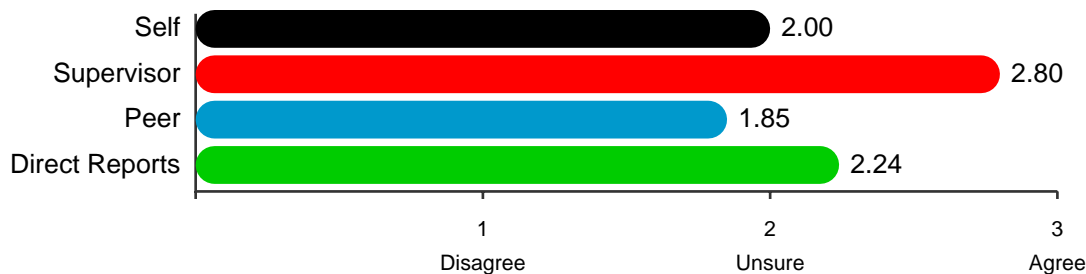
Innovation is the process of creating or developing new methods, products, or solutions. It involves seeking and finding creative ways to change and improve to solve problems. It requires a willingness to be flexible and to challenge current processes through a critical analysis. Innovation needs to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

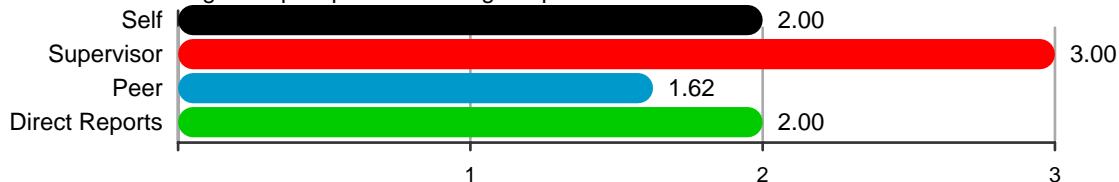
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

36. You are able to think through complex problems using unique solutions.



37. I analyze the competitive environment to determine where innovation would have the greatest impact.



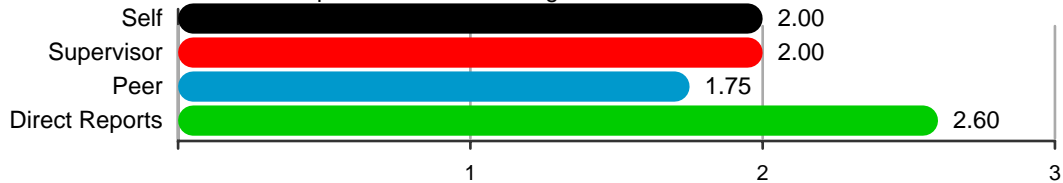
38. I encourage disruptive innovation allowing managers to identify and seize opportunities that traditional approaches might overlook.



39. I discover alternative methods for production.



40. You generate alternative solutions to problems and challenges.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
36. You are able to think through complex problems using unique solutions.	15	1.87	20.0	33%	47%	20%
37. I analyze the competitive environment to determine where innovation would have the greatest impact.	15	1.93	13.3	20%	67%	13%
38. I encourage disruptive innovation allowing managers to identify and seize opportunities that traditional approaches might overlook.	15	2.07	33.3	27%	40%	33%
39. I discover alternative methods for production.	15	2.33	33.3		67%	33%
40. You generate alternative solutions to problems and challenges.	15	2.07	33.3	27%	40%	33%

Comments:

- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- She could benefit from becoming more comfortable challenging others.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

Objectives

Definition:

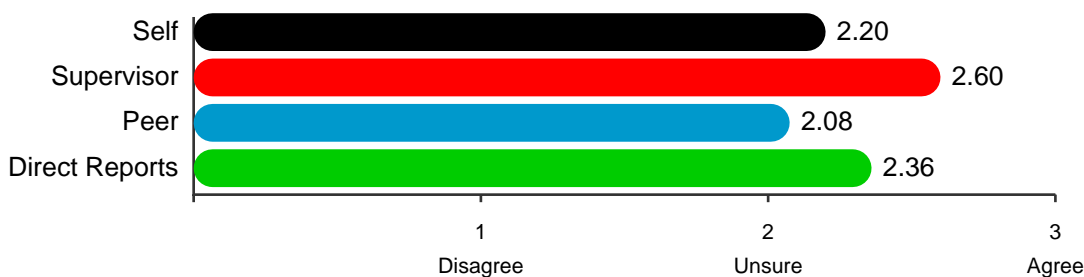
Establishes and completes objectives.

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.



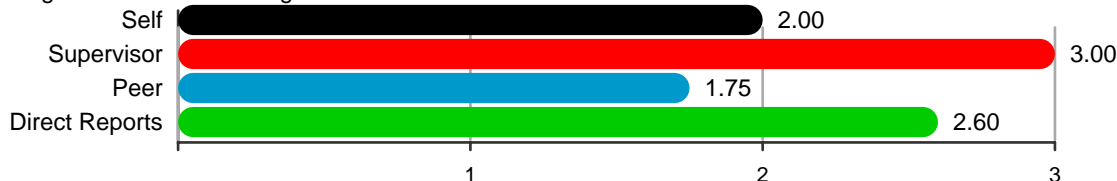
Scores on Each Item:

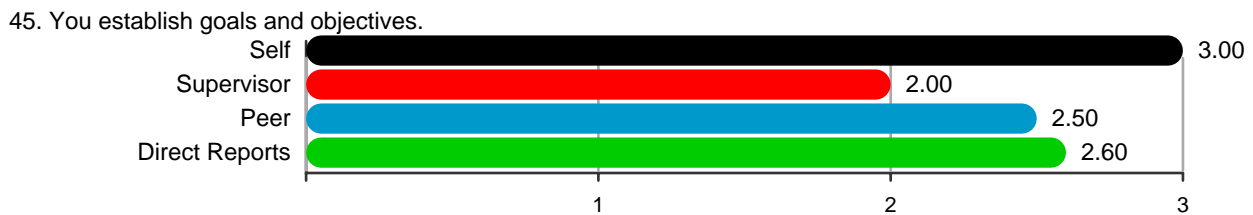
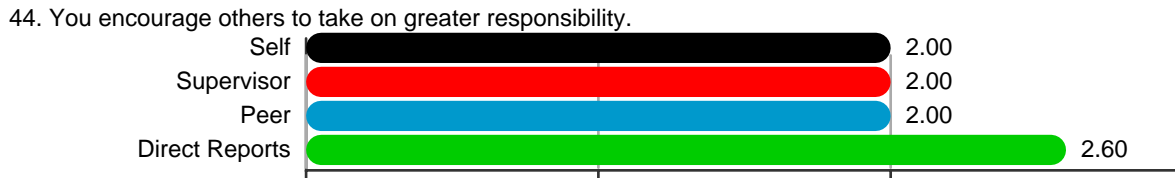
The scores for each of the items in this competency are shown below.

41. You are able to organize work.



42. You set long-term and short-term 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
41. You are able to organize work.	15	2.00	26.7	27%	47%	27%
42. You set long-term and short-term goals.	15	2.13	33.3	20%	47%	33%
43. You assure [Company] principles are understood, employed & pursued.	15	2.20	40.0	20%	40%	40%
44. You encourage others to take on greater responsibility.	15	2.20	26.7	7%	67%	27%
45. You establish goals and objectives.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a great leader and is committed to her role here at [CompanyName]!
- ___ has a clear process for hiring which has aided her in building an amazing team.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!

Empowering Others

Definition:

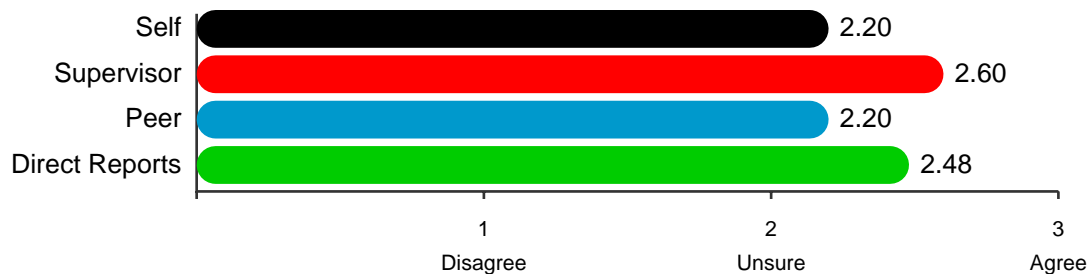
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees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

Why this is Important:

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

Summary Scores:

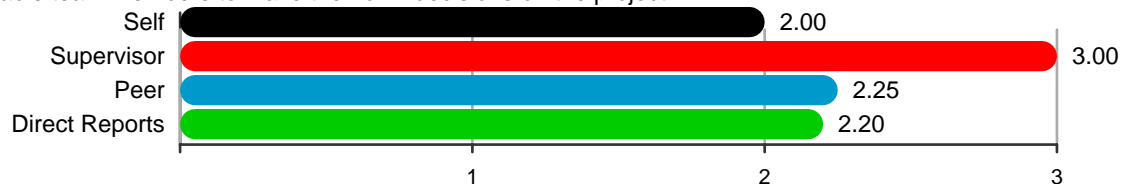
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

46. You enable team members to make their own decisions on the project.



47. I encourage independent, original thinking and creative problem-solving.



48. You create opportunities for employees to exercise their independence.



49. You assign projects that push employees beyond their current skill set while offering support.



50. You support the decisions of others.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
46. You enable team members to make their own decisions on the project.	15	2.27	26.7		73%	27%
47. I encourage independent, original thinking and creative problem-solving.	15	2.13	26.7	13%	60%	27%
48. You create opportunities for employees to exercise their independence.	15	2.40	40.0		60%	40%
49. You assign projects that push employees beyond their current skill set while offering support.	15	2.47	46.7		53%	47%
50. You support the decisions of others.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a very effective leader and a role model for other leaders.
- When dealing with HR issues my HR business partner is always involved.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

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:

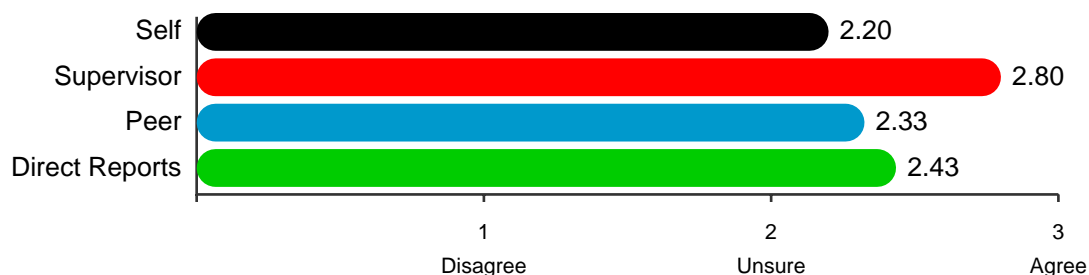
Partnering/Networking is essential for organizations and companies because it fosters collaboration, drives innovation, and enhances strategic opportunities. By building alliances, expanding professional networks, and forming meaningful relationships, businesses can access new markets, share resources, 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. You develop partnerships with senior leaders in the company.



52. You develop key business relationships with clients/customers.



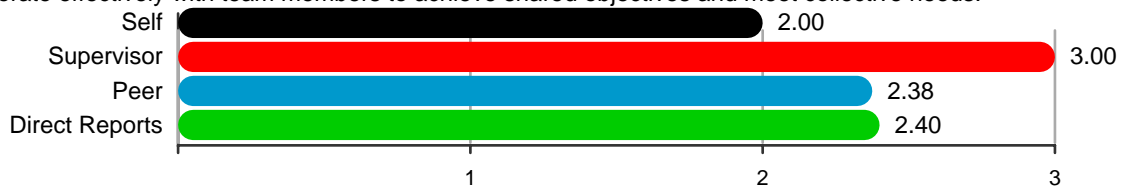
53. I share resources, technology, facilities, or intellectual property to benefit both partners.



54. I host forums, colloquiums, and seminars to share information and ideas.



55. I collaborate effectively with team members to achieve shared objectives and meet collective 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
51. You develop partnerships with senior leaders in the company.	14	2.21	28.6	7%	64%	29%
52. You develop key business relationships with clients/customers.	14	2.29	42.9	14%	43%	43%
53. I share resources, technology, facilities, or intellectual property to benefit both partners.	15	2.53	53.3		47%	53%
54. I host forums, colloquiums, and seminars to share information and ideas.	15	2.47	46.7		53%	47%
55. I collaborate effectively with team members to achieve shared objectives and meet collective needs.	15	2.40	40.0		60%	40%

Comments:

- Lean on team to help reduce burden and establish clear expectations.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- Management skills progressing well with experience.
- ___ addresses questions/concerns quickly and listens to staffs' needs.

Entrepreneurship

Definition:

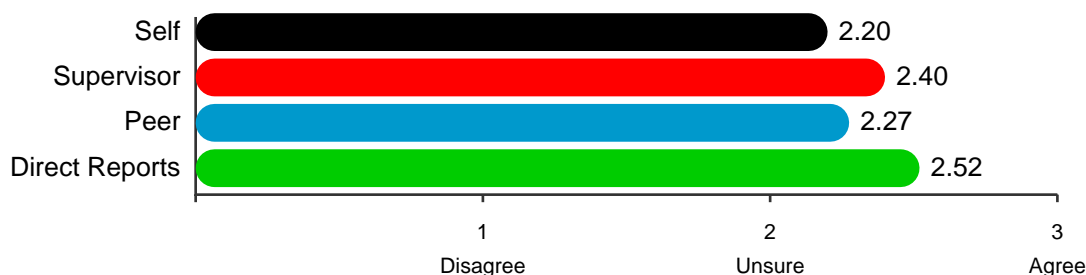
Ability to develop, manage, and expand business opportunities.

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.



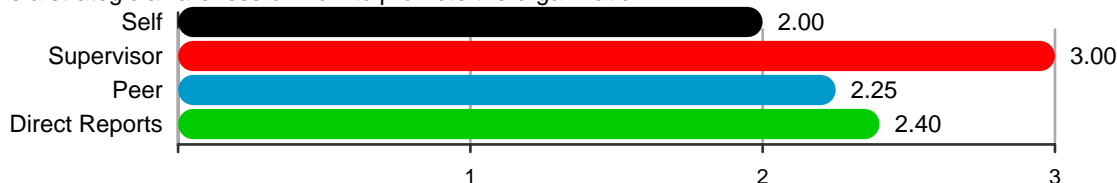
Scores on Each Item:

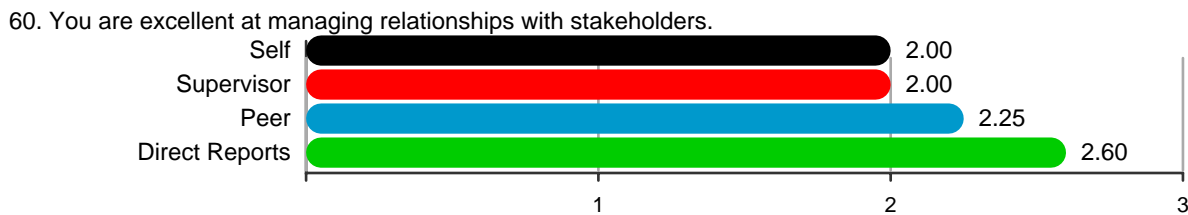
The scores for each of the items in this competency are shown below.

56. You exhibit determination and passion in completion of goals.



57. You have a strategic awareness on how to promote the organization.





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	Response Distribution		
				Disagree 1	Unsure 2	Agree 3
56. You exhibit determination and passion in completion of goals.	15	2.53	53.3	47%		53%
57. You have a strategic awareness on how to promote the organization.	15	2.33	33.3	67%		33%
58. You encourage dynamic growth opportunities.	15	2.33	33.3	67%		33%
59. You can work effectively in an environment of uncertainty.	15	2.27	26.7	73%		27%
60. You are excellent at managing relationships with stakeholders.	15	2.33	33.3	67%		33%

Comments:

- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- ___ sets high standards for those she works with and expects the same of herself.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.