



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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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.

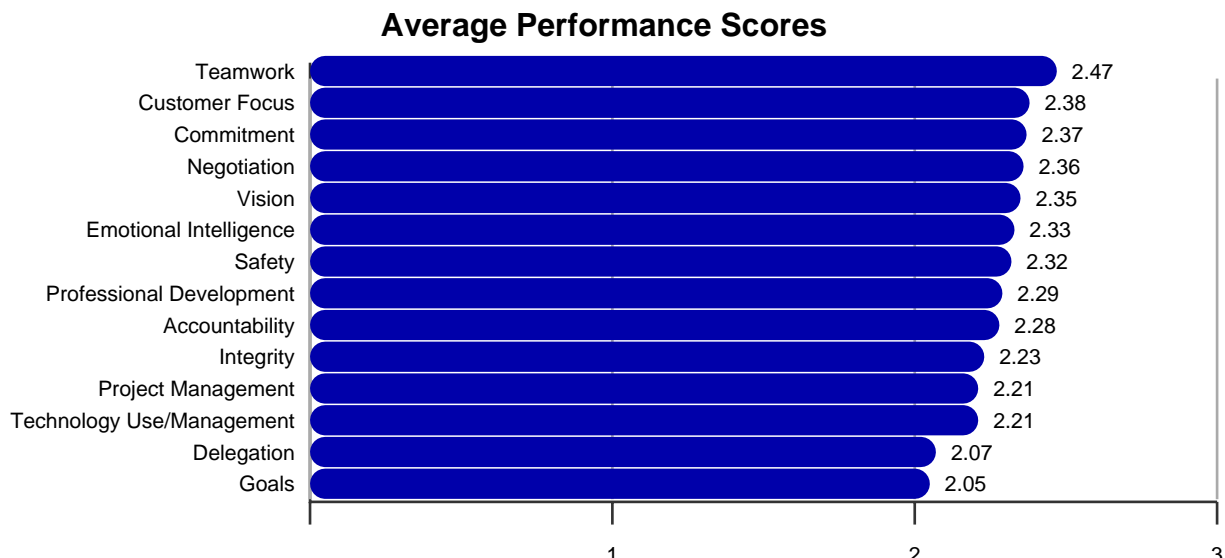
## What to Do with Your Feedback

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 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.





Needs Development



Meets Standards



Definite Strength

## 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
Teamwork	<p>Self: 2.00 Other: 2.50</p>	0.50
Vision	<p>Self: 2.00 Other: 2.37</p>	0.37
Professional Development	<p>Self: 2.00 Other: 2.31</p>	0.31
Accountability	<p>Self: 2.00 Other: 2.30</p>	0.30
Customer Focus	<p>Self: 2.20 Other: 2.40</p>	0.20
Commitment	<p>Self: 2.20 Other: 2.39</p>	0.19
Negotiation	<p>Self: 2.20 Other: 2.37</p>	0.17
Safety	<p>Self: 2.20 Other: 2.33</p>	0.13
Goals	<p>Self: 2.00 Other: 2.06</p>	0.06
Integrity	<p>Self: 2.20 Other: 2.23</p>	0.03
Project Management	<p>Self: 2.20 Other: 2.21</p>	0.01
Technology Use/Management	<p>Self: 2.20 Other: 2.21</p>	0.01
Emotional Intelligence	<p>Self: 2.40 Other: 2.33</p>	0.07



Delegation



Needs Development



Meets Standards



Definite Strength

0.14

# Commitment

## Definition:

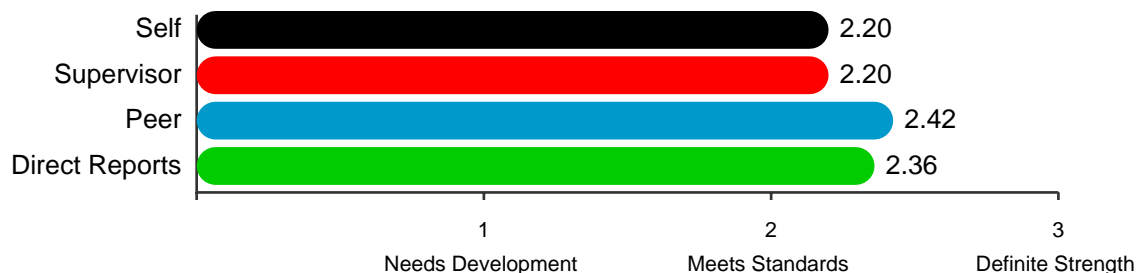
Commitment is the demonstrated dedication to a company, team, and shared goals, expressed through consistent followthrough, focus, and steadfast pursuit of results even in the face of challenges. It aligns personal values, talents, and responsibilities with organizational priorities, ensuring that individual 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:

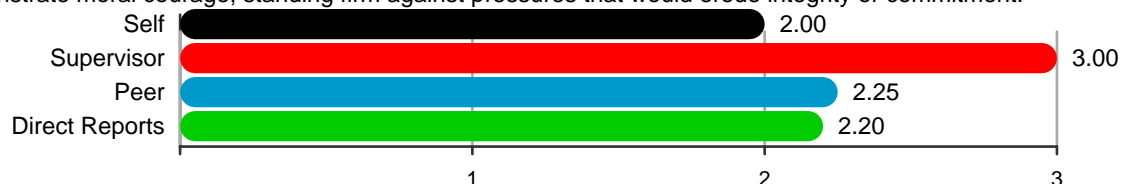
The summary scores shown here are an average of each of the items in this competency.



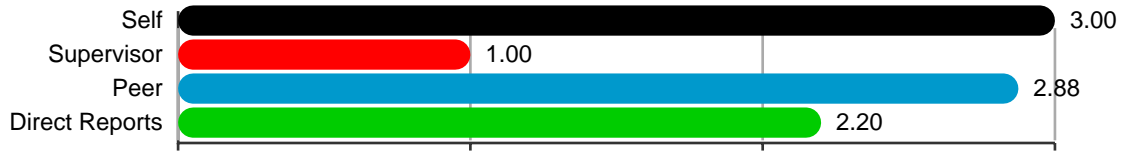
## Scores on Each Item:

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

1. I demonstrate moral courage, standing firm against pressures that would erode integrity or commitment.



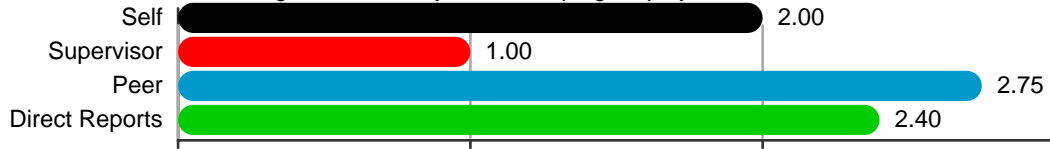
2. You maintain commitment by framing setbacks as steppingstones, inspiring persistence and resilience in pursuit of long-term goals.



3. You involve employees in goal-setting discussions, fostering ownership and commitment for departmental objectives.



4. You connect individual roles to organizational objectives, helping employees see how their work contributes to success.



5. I cultivate employee commitment to share values that drive productivity and excellence.



### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
1. I demonstrate moral courage, standing firm against pressures that would erode integrity or commitment.	15	2.27	33.3	7%	60%	33%
2. You maintain commitment by framing setbacks as steppingstones, inspiring persistence and resilience in pursuit of long-term goals.	15	2.53	73.3	20%	7%	73%
3. You involve employees in goal-setting discussions, fostering ownership and commitment for departmental objectives.	15	2.33	40.0	7%	53%	40%
4. You connect individual roles to organizational objectives, helping employees see how their work contributes to success.	15	2.47	53.3	7%	40%	53%
5. I cultivate employee commitment to share values that drive productivity and excellence.	15	2.27	40.0	13%	47%	40%

Comments:

- \_\_\_\_\_ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. \_\_\_\_\_ invests in the projects he leads and follows them through to completion. \_\_\_\_\_ always maintains a focus on the customers and how we as an organization can best serve our customers.
- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.

# Accountability

## Definition:

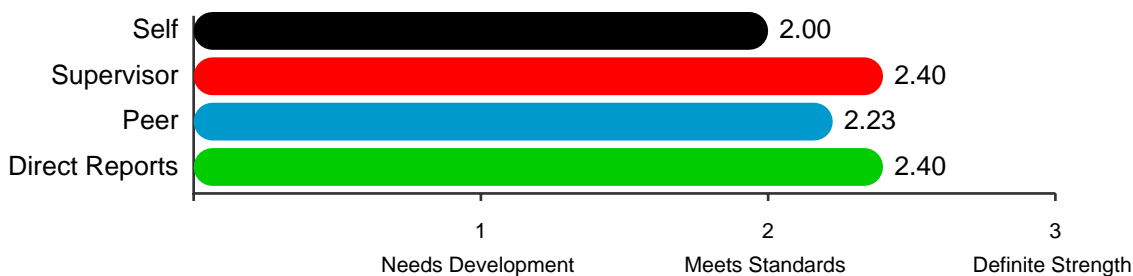
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

## Why this is Important:

Accountability is a driving force to achieve performance goals. When people know that their actions are being observed and evaluated, they are more likely to put forth their best effort. Holding employees accountable ensures that their objectives are aligned with the overall business objectives. This is because clear expectations provide a roadmap for success, and the potential consequences serve as a motivator to achieve the set goals.

## Summary Scores:

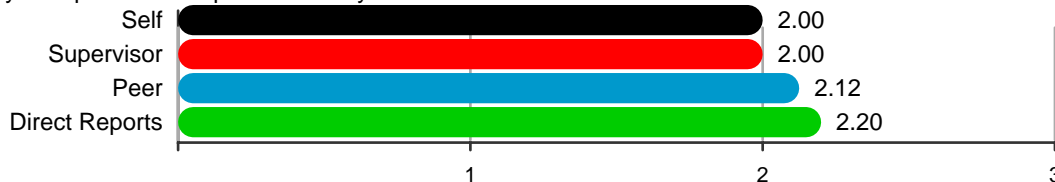
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

6. I willingly accept the consequences for my actions.



7. You consult with the supervisor before engaging in new procedures that have some risk.



8. You establish who is responsible for various aspects of the project.



9. You can be counted on to do what you say you are going to do.



10. You hold team accountable to meeting goals.



### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1	2	3
6. I willingly accept the consequences for my actions.	15	2.13	33.3	20%	47%	33%
7. You consult with the supervisor before engaging in new procedures that have some risk.	15	2.07	26.7	20%	53%	27%
8. You establish who is responsible for various aspects of the project.	15	2.33	40.0	7%	53%	40%
9. You can be counted on to do what you say you are going to do.	15	2.40	53.3	13%	33%	53%
10. You hold team accountable to meeting goals.	15	2.47	60.0	13%	27%	60%

Comments:

- \_\_\_\_\_ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- \_\_\_\_\_ has supported me through some tough contract negotiations and he is the consummate professional.

# Integrity

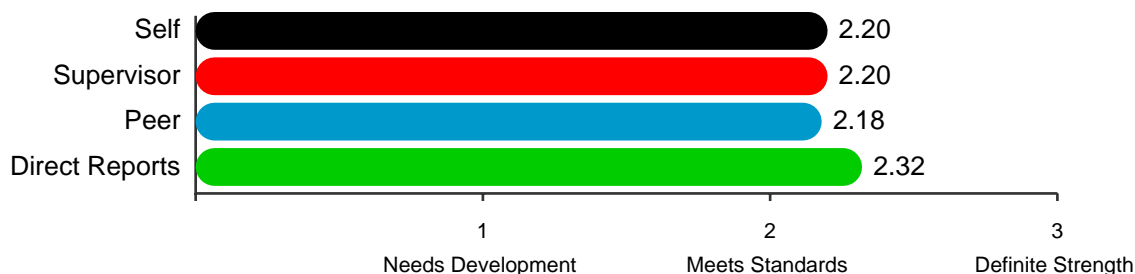
Definition:

Why this is Important:

Integrity in business is crucial because it builds trust among clients, partners, and employees, fostering a positive reputation and long-term relationships. Companies that uphold integrity are more likely to attract and retain talent, as employees prefer to work in environments that value honesty and fairness. Additionally, ethical business practices lead to better decision-making and reduced risk of legal issues, ultimately enhancing overall performance. Lastly, integrity promotes a culture of accountability and transparency, which helps in maintaining a loyal customer base and sustaining business success.

Summary Scores:

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



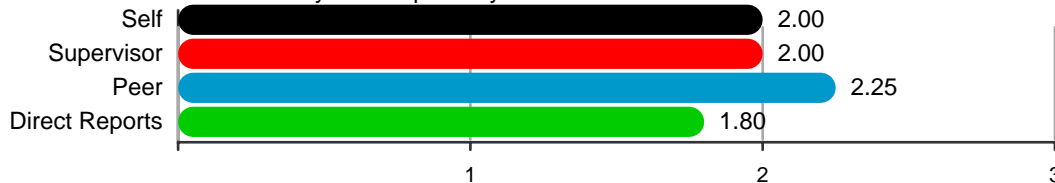
Scores on Each Item:

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

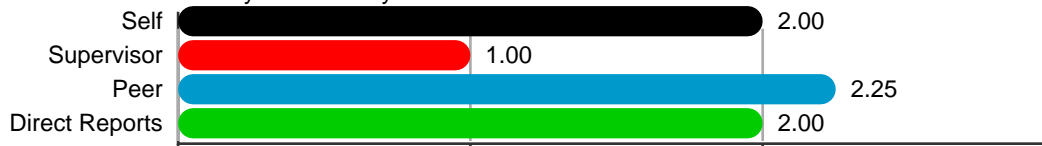
11. You are able to maintain confidential information.



12. You can be counted on to act ethically and responsibly at all times.



13. You demonstrate accountability and honesty in business interactions.



14. You foster a culture of trust and ethical behavior throughout the organization.



15. You can be trusted by others all the time and in every circumstance.



### Level of Skill

The table below shows the responses in a graphic form where the percentage 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 are able to maintain confidential information.	15	2.33	40.0	7%	53%	40%
12. You can be counted on to act ethically and responsibly at all times.	15	2.07	20.0	13%	67%	20%
13. You demonstrate accountability and honesty in business interactions.	15	2.07	26.7	20%	53%	27%
14. You foster a culture of trust and ethical behavior throughout the organization.	15	2.27	40.0	13%	47%	40%
15. You can be trusted by others all the time and in every circumstance.	14	2.43	50.0	7%	43%	50%

### Comments:

- Team-oriented and goal focused. Shows continuous desire for improvement.
- Strive for excellence. Willing to learn. Implement advice from others.
- \_\_\_\_\_ has been an excellent assistant manager.
- Allocates resources in advance to ensure the required work can be completed.
- \_\_\_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- \_\_\_\_\_ has been in a challenging role this past year with a lot of change and transitions.

# Professional Development

**Definition:**

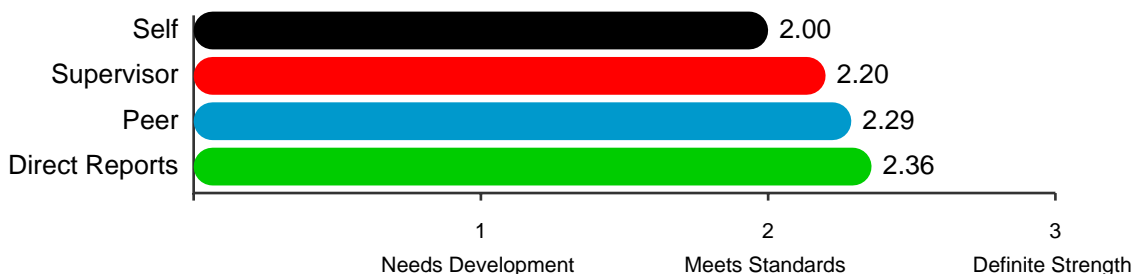
Improvement through specialized training and participating in advanced professional courses.

**Why this is Important:**

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

**Summary Scores:**

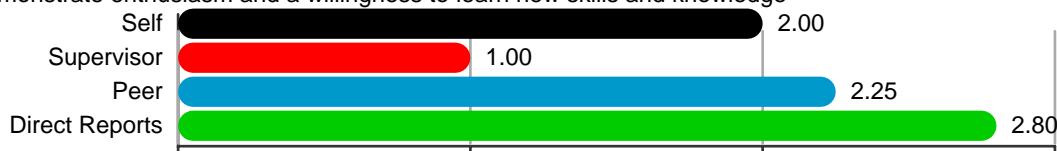
The summary scores shown here are an average of each of the items in this competency.



**Scores on Each Item:**

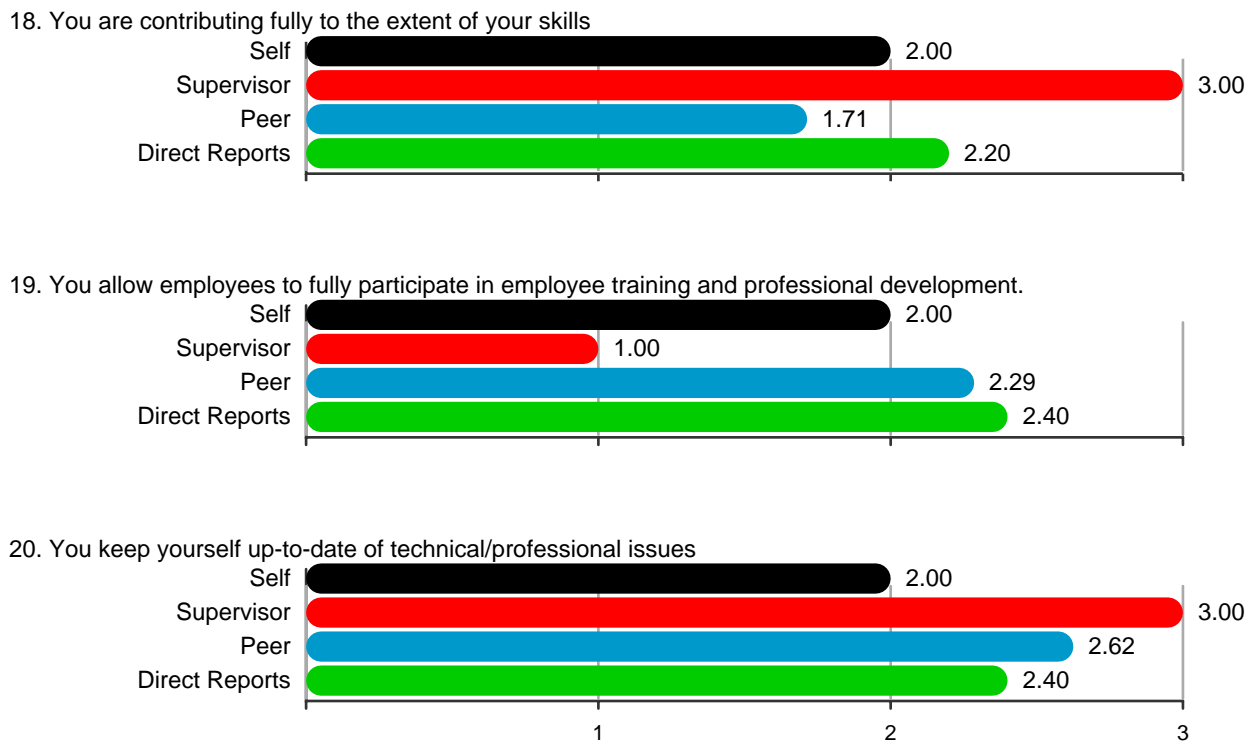
The scores for each of the items in this competency are shown below.

16. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



17. You seek opportunities for professional development.





### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
16. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	46.7	13%	40%	47%
17. You seek opportunities for professional development.	15	2.33	40.0	7%	53%	40%
18. You are contributing fully to the extent of your skills	14	2.00	14.3	14%	71%	14%
19. You allow employees to fully participate in employee training and professional development.	14	2.21	42.9	21%	36%	43%
20. You keep yourself up-to-date of technical/professional issues	15	2.53	60.0	7%	33%	60%

### Comments:

- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- I love how he is always open to approach with any questions I have, no matter the hour.
- There are two items above that will be part of my goals for the coming year.
- He cares deeply for what he does and it shows.

# Emotional Intelligence

**Definition:**

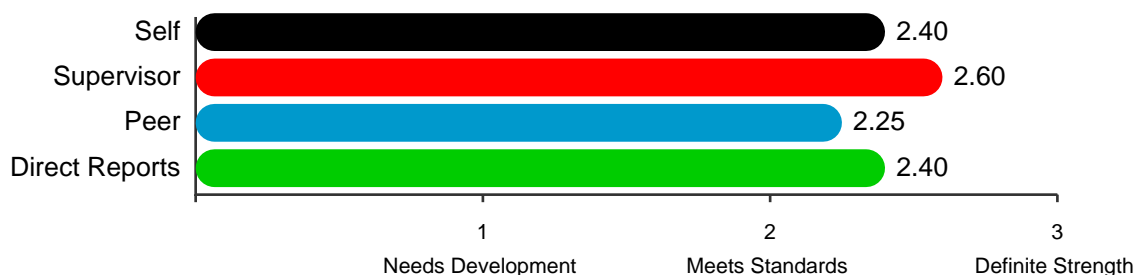
Ability to perceive, interpret, and understand the emotions of others.

**Why this is Important:**

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

**Summary Scores:**

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



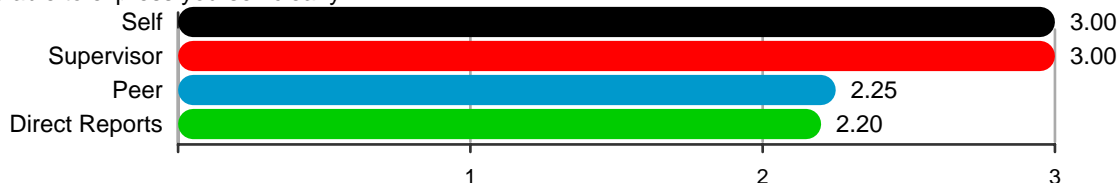
**Scores on Each Item:**

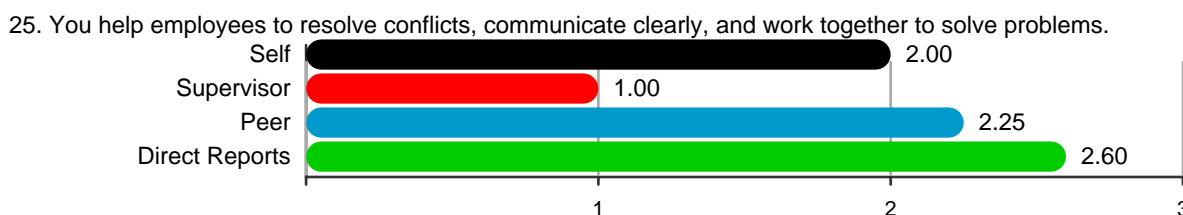
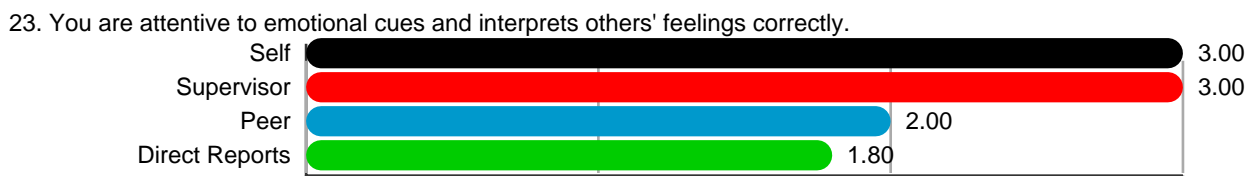
The scores for each of the items in this competency are shown below.

21. You are able to understand others' points of view.



22. You are able to express yourself clearly.





### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
21. You are able to understand others' points of view.	15	2.60	66.7	7%	27%	67%
22. You are able to express yourself clearly.	15	2.33	40.0	7%	53%	40%
23. You are attentive to emotional cues and interprets others' feelings correctly.	15	2.07	20.0	13%	67%	20%
24. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.40	53.3	13%	33%	53%
25. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.27	53.3	27%	20%	53%

### Comments:

- Additional feedback and communication.
- \_\_\_\_\_ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- Has good intentions, but follow through needs more work.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- \_\_\_\_\_ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- \_\_\_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_\_\_ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

# Project Management

## Definition:

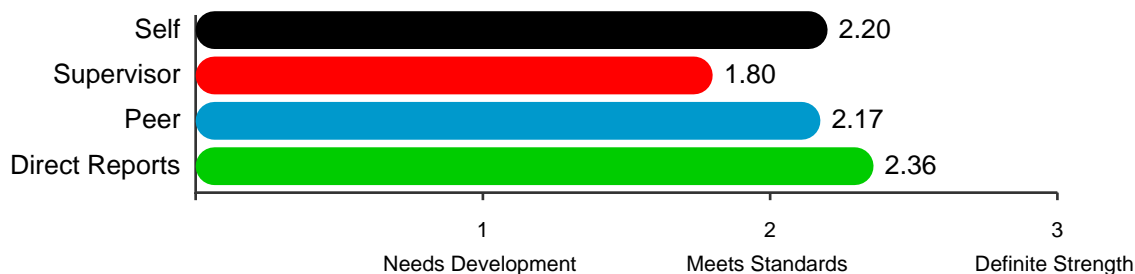
Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required including: communication, teamwork, leadership, interpersonal and technical.

## Why this is Important:

Project Management (PM) is crucial for businesses because it provides a structured framework that helps ensure projects are completed on time, within budget, and to the desired quality standards. PM is the backbone of successful project execution, enabling businesses to navigate complex tasks and achieve their goals effectively. It's not just about keeping projects on track; it's about making the most effective use of available resources to maximize outcomes.

## Summary Scores:

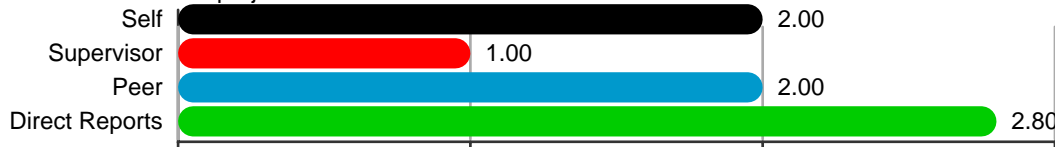
The summary scores shown here are an average of each of the items in this competency.



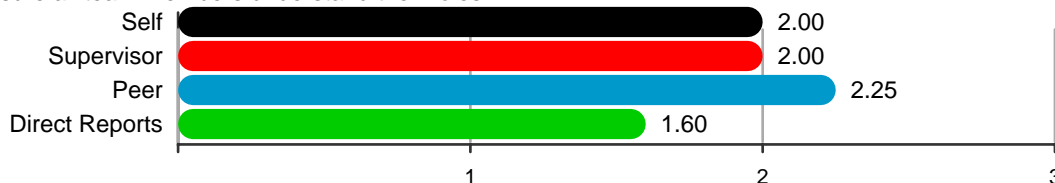
## Scores on Each Item:

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

26. You determine the roles for project team members.



27. I make sure all team members understand their roles.



28. I identify risks to each phase of the project.



29. You engage stakeholders and team members in open discussions.



30. I communicate with the teams often to ensure that the deadlines are met.



### Level of Skill

The table below shows the responses in a graphic form where the percentage 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. You determine the roles for project team members.	15	2.20	33.3	13%	53%	33%
27. I make sure all team members understand their roles.	15	2.00	26.7	27%	47%	27%
28. I identify risks to each phase of the project.	15	2.47	53.3	7%	40%	53%
29. You engage stakeholders and team members in open discussions.	15	2.60	60.0		40%	60%
30. I communicate with the teams often to ensure that the deadlines are met.	15	1.80	13.3	33%	53%	13%

### Comments:

- At times I feel that \_\_\_\_\_ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- \_\_\_\_\_ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- \_\_\_\_\_ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- \_\_\_\_\_ provides opportunities for his staff to grow professionally and encourages them.
- He is very supportive of cross training and learning new skills.
- I am impressed with his commitment to task and job knowledge.

# Delegation

## Definition:

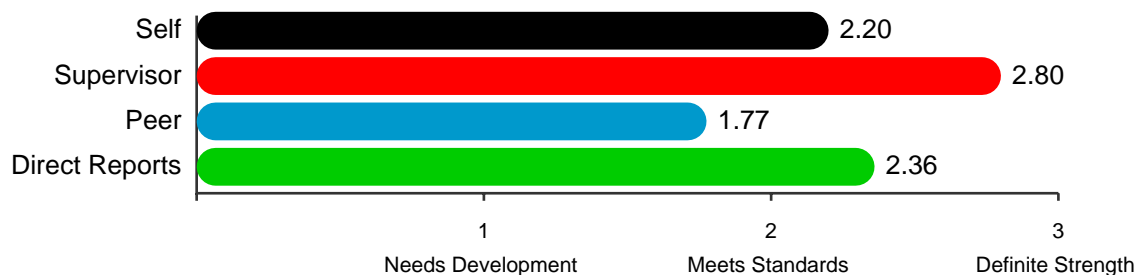
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

## Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

## 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 avoid always giving complex or high-visibility task to the same employees.



32. You tell subordinates what to do, not how to do it.



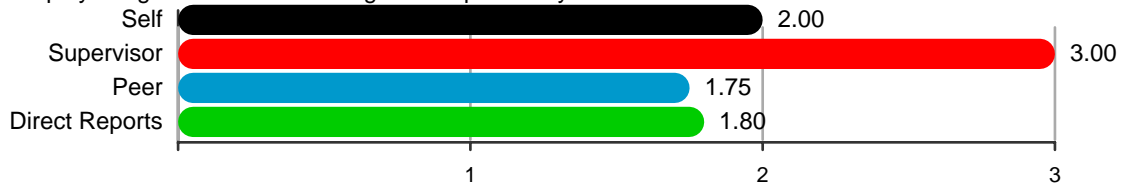
33. You learn and understand tasks completely before delegating them to subordinates.



34. You facilitate employee understanding and acceptance of the assigned tasks.



35. I secure employee agreement on the delegated responsibility.



### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1 1	2 2	3 3
31. I avoid always giving complex or high-visibility task to the same employees.	15	2.13	33.3	20%	47%	33%
32. You tell subordinates what to do, not how to do it.	15	2.13	33.3	20%	47%	33%
33. You learn and understand tasks completely before delegating them to subordinates.	15	2.07	33.3	27%	40%	33%
34. You facilitate employee understanding and acceptance of the assigned tasks.	15	2.13	26.7	13%	60%	27%
35. I secure employee agreement on the delegated responsibility.	15	1.87	20.0	33%	47%	20%

Comments:

- He often involves his team in decision making and to determine how to achieve outcomes.
- \_\_\_\_\_ leads by example. Great Employee engagement.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- \_\_\_\_\_ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- I'm not sure if management is \_\_\_\_\_'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

# Goals

**Definition:**

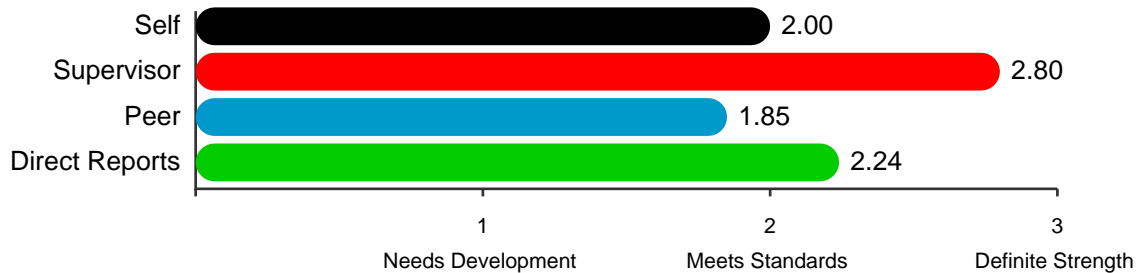
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their objectives.

**Why this is Important:**

The goal setting competency is important in that it establishes focus and direction for a business helping to align the efforts of employees. These goals can motivate and engage employees by giving them a clear purpose and a sense of accomplishment. Goals also provide a framework (or benchmark) for measuring performance. Performance metrics help evaluate the effectiveness of different strategies. Goals also help to determine where resources should be allocated. Goals also establish lines of accountability and responsibility. Goals are also used in strategic planning.

**Summary Scores:**

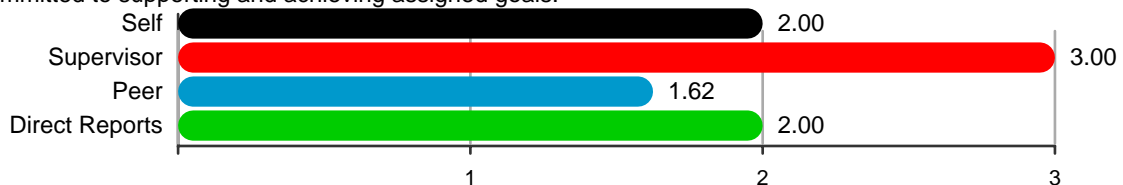
The summary scores shown here are an average of each of the items in this competency.



**Scores on Each Item:**

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

36. I am committed to supporting and achieving assigned goals.



37. You avoid unproductive actions that fail to advance the achievement of the goal.



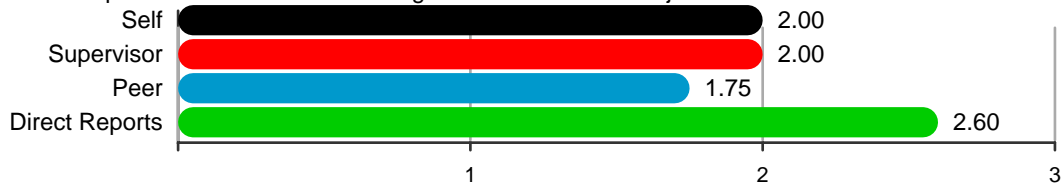
38. You set short and long term goals for self without being pushed.



39. I set realistic dates for the completion of goals.



40. I offer useful critiques and assistance to colleagues to achieve their objectives.



## Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
				1	2	3
36. I am committed to supporting and achieving assigned goals.	15	1.87	20.0	33%	47%	20%
37. You avoid unproductive actions that fail to advance the achievement of the goal.	15	1.93	13.3	20%	67%	13%
38. You set short and long term goals for self without being pushed.	15	2.07	33.3	27%	40%	33%
39. I set realistic dates for the completion of goals.	15	2.33	33.3		67%	33%
40. I offer useful critiques and assistance to colleagues to achieve their objectives.	15	2.07	33.3	27%	40%	33%

### Comments:

- It is often difficult to contact \_\_\_\_\_ and email communication may take a long period for a reply.
- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- \_\_\_\_\_ is a very effective leader and a role model for other leaders.
- \_\_\_\_\_ is very visible on the unit. Spending many hours with staff.

# Technology Use/Management

**Definition:**

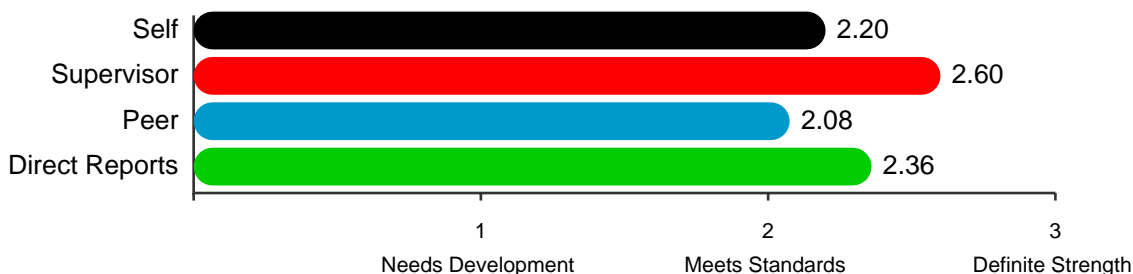
Uses technology (computers/tablets/smart phones/scanners/printers) to perform required tasks.

**Why this is Important:**

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

**Summary Scores:**

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



**Scores on Each Item:**

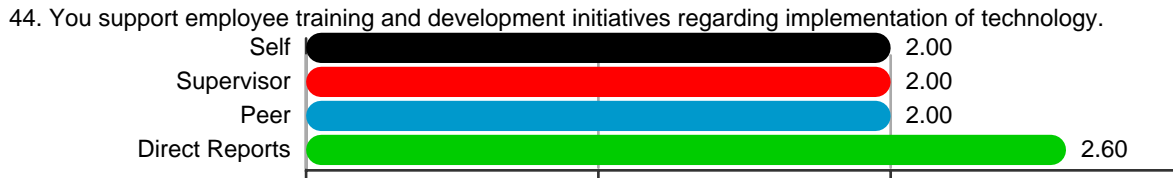
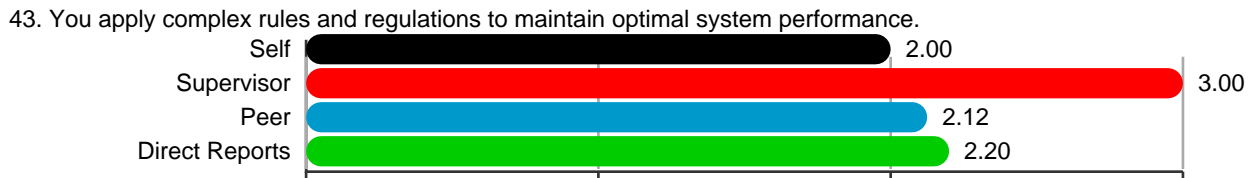
The scores for each of the items in this competency are shown below.

41. You use technology in decision making and problem solving.



42. You maximize the use of new technology to deliver products and services.





### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
41. You use technology in decision making and problem solving.	15	2.00	26.7	27%	47%	27%
42. You maximize the use of new technology to deliver products and services.	15	2.13	33.3	20%	47%	33%
43. You apply complex rules and regulations to maintain optimal system performance.	15	2.20	40.0	20%	40%	40%
44. You support employee training and development initiatives regarding implementation of technology.	15	2.20	26.7	7%	67%	27%
45. You support technical training and development of employees.	15	2.53	60.0	7%	33%	60%

### 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.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- \_\_\_\_\_'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- \_\_\_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.

# Safety

**Definition:**

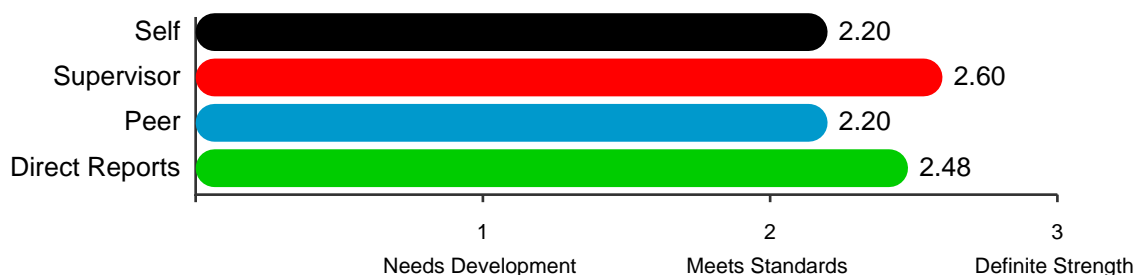
Works in a safe manner and promotes safe working conditions.

**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.



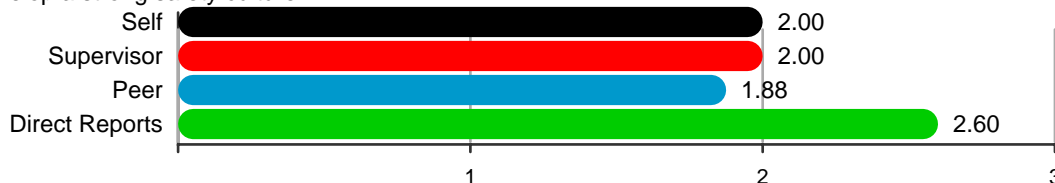
**Scores on Each Item:**

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

46. You seek to reduce the likelihood of accidents.



47. You develop a strong safety culture.



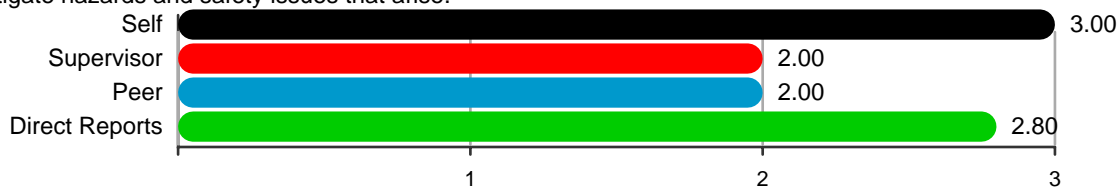
48. You work to implement corrective safety measures.



49. You commit adequate resources toward safety measures.



50. You mitigate hazards and safety issues that arise.



### Level of Skill

The table below shows the responses in a graphic form where the percentage 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 seek to reduce the likelihood of accidents.	15	2.27	26.7		73%	27%
47. You develop a strong safety culture.	15	2.13	26.7	13%	60%	27%
48. You work to implement corrective safety measures.	15	2.40	40.0		60%	40%
49. You commit adequate resources toward safety measures.	15	2.47	46.7		53%	47%
50. You mitigate hazards and safety issues that arise.	15	2.33	46.7	13%	40%	47%

### Comments:

- The only area I feel \_\_\_\_\_ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- Timely follow through.
- It's been great working with him.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.

## Customer Focus

### Definition:

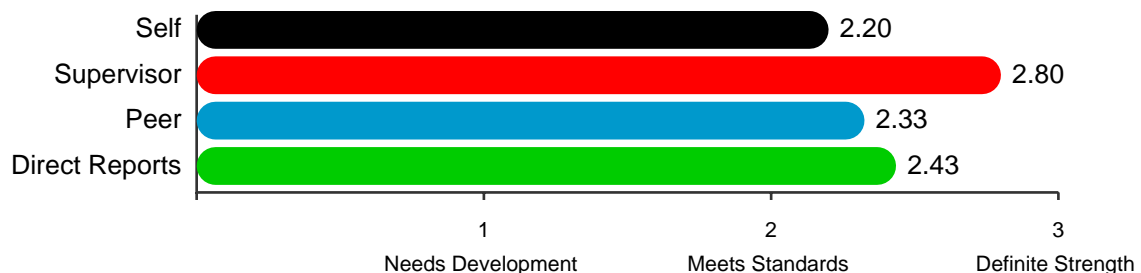
Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

### Why this is Important:

Customer Focus is essential to organizational success because it builds trust, drives loyalty, and creates meaningful customer experiences that lead to repeat business and positive reputation. By actively listening, anticipating needs, and delivering tailored solutions with urgency and empathy, employees foster long-term relationships and consistently exceed expectations. A customer-focused culture encourages continuous improvement, innovation, and accountability--turning feedback into actionable insights and aligning service with evolving customer demands. When modeled across teams, Customer Focus becomes a strategic advantage that elevates performance, strengthens brand identity, and positions the organization as a leader in service excellence.

### Summary Scores:

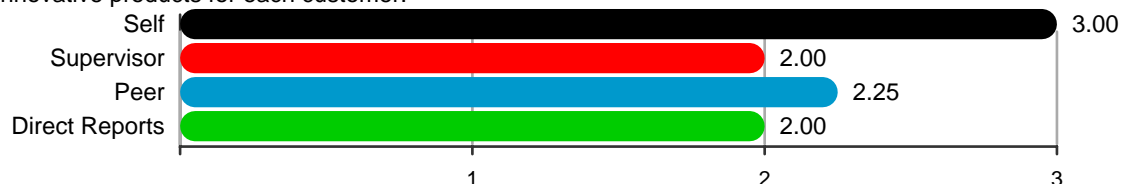
The summary scores shown here are an average of each of the items in this competency.



### Scores on Each Item:

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

51. I tailor innovative products for each customer.



52. You create high quality products for the customers.



53. I am committed to resolving customer issues in a positive way.



54. I go above my regular duties to make sure a customer is satisfied.



55. You ensure customers are comfortable with the services provided.



### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1	2	3
51. I tailor innovative products for each customer.	14	2.21	28.6	7%	64%	29%
52. You create high quality products for the customers.	14	2.29	42.9	14%	43%	43%
53. I am committed to resolving customer issues in a positive way.	15	2.53	53.3		47%	53%
54. I go above my regular duties to make sure a customer is satisfied.	15	2.47	46.7		53%	47%
55. You ensure customers are comfortable with the services provided.	15	2.40	40.0		60%	40%

Comments:

- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- He is decisive about budgets, emergency preparedness, and safety.
- \_\_\_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- 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.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.

# Negotiation

## Definition:

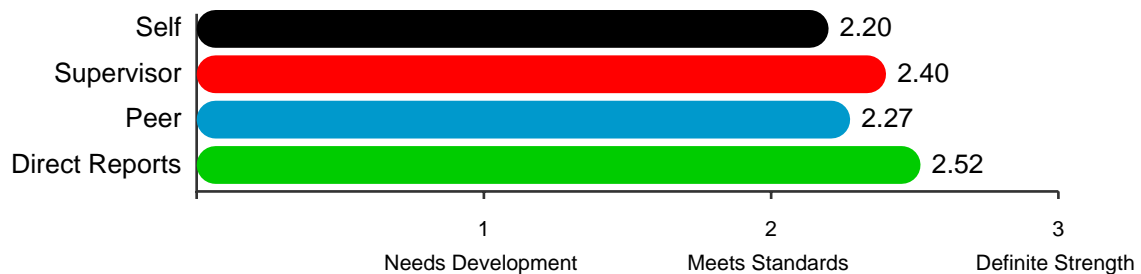
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions 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:

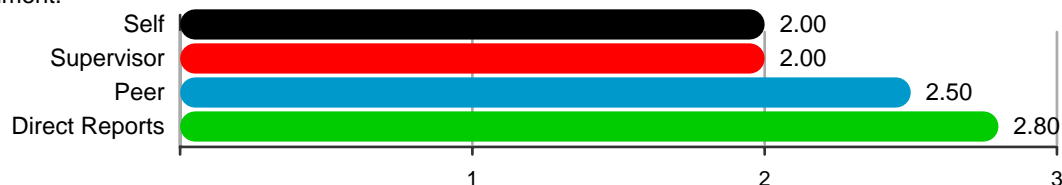
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

56. I am a proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.



57. I identify tradeable interests that could facilitate reaching a consensus.



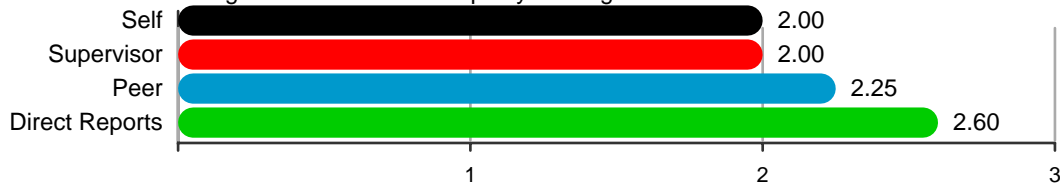
58. You resolve difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



59. I use the motivations of each party to identify mutually advantageous solutions.



60. You are committed to working with both sides and openly sharing information.



### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
56. I am a proficient conflict resolver who effectively navigates workplace disputes to maintain a harmonious and productive environment.	15	2.53	53.3	47%	53%	
57. I identify tradeable interests that could facilitate reaching a consensus.	15	2.33	33.3	67%	33%	
58. You resolve difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	2.33	33.3	67%	33%	
59. I use the motivations of each party to identify mutually advantageous solutions.	15	2.27	26.7	73%	27%	
60. You are committed to working with both sides and openly sharing information.	15	2.33	33.3	67%	33%	

Comments:

- He involves our team and holds us accountable out of respect.
- \_\_\_\_\_ is willing to tackle performance situations and solicits feedback on how his team is doing.
- I value \_\_\_\_\_'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- \_\_\_\_\_ is the absolute definition of team player.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- The advice and direction I receive from \_\_\_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.

# Teamwork

## Definition:

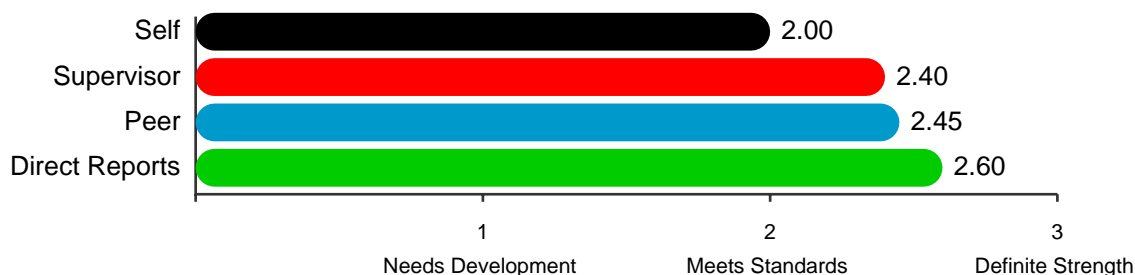
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

## Why this is Important:

Teamwork skills are crucial for businesses because they enable a group of individuals to communicate and work well collaboratively towards a common goal. Teamwork skills contribute to a business's success by enabling employees to achieve more, overcome obstacles, and drive the company towards its goals.

## Summary Scores:

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



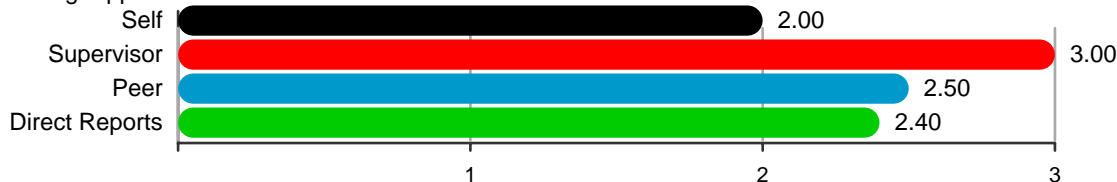
## Scores on Each Item:

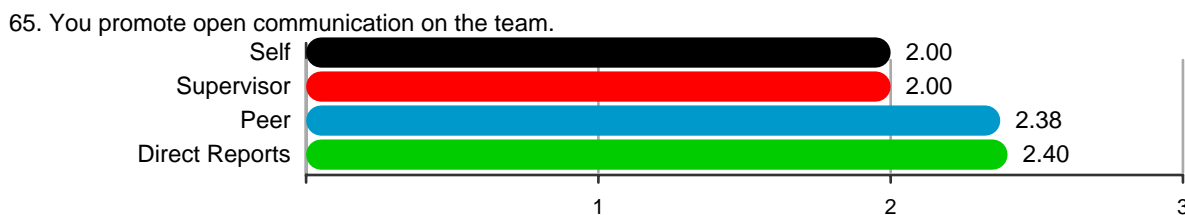
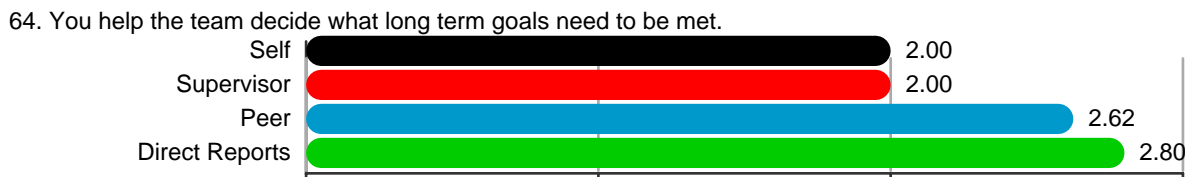
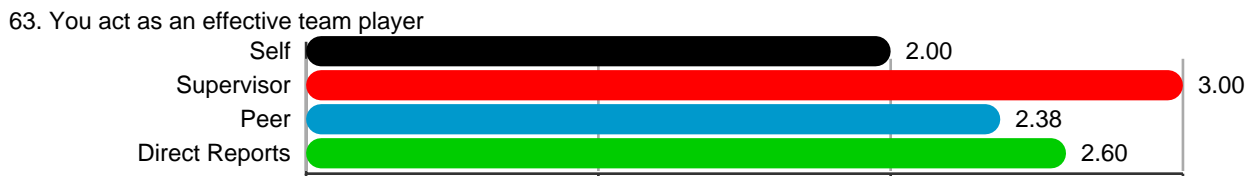
The scores for each of the items in this competency are shown below.

61. You actively participates as a team member



62. I build a strong rapport with team members.





### Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
61. You actively participates as a team member	15	2.47	46.7	53%	47%	
62. I build a strong rapport with team members.	15	2.47	46.7	53%	47%	
63. You act as an effective team player	15	2.47	46.7	53%	47%	
64. You help the team decide what long term goals need to be met.	15	2.60	60.0	40%	60%	
65. You promote open communication on the team.	15	2.33	40.0	7%	53%	40%

### Comments:

- Demonstrates an ability to remain focused on outcomes.
- He has integrity, dependability, and a desire to constantly improve.
- \_\_\_\_\_ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. \_\_\_\_\_ also helps his team recognize areas of improvement and works to improve those areas as well.
- If feel \_\_\_\_\_ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- \_\_\_\_\_ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- I love how he is always open to approach with any questions I have, no matter the hour.

# Vision

## Definition:

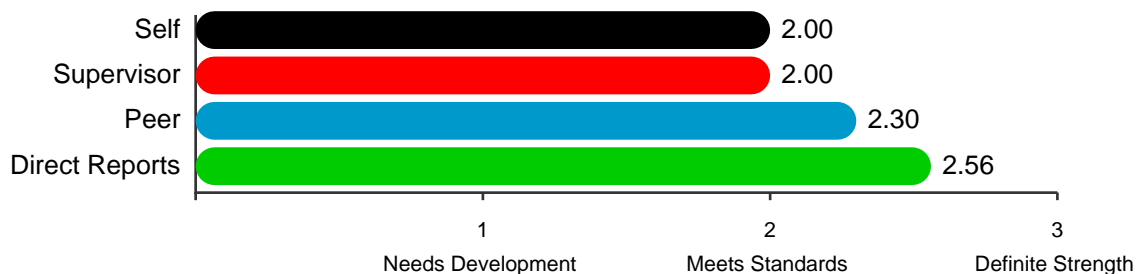
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal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

## Why this is Important:

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

## Summary Scores:

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



## Scores on Each Item:

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

66. I create a timeline to fulfill the organization's vision.



67. I task employees with realizing the vision.



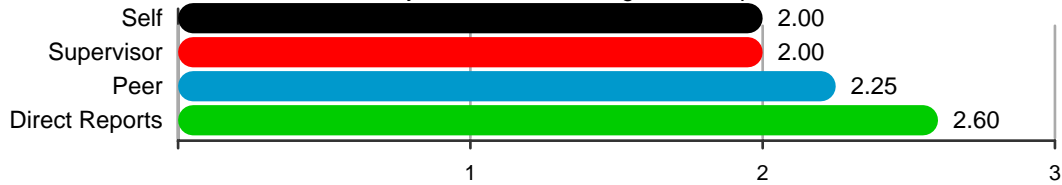
68. I foster a culture that aligns with the organization's vision.



69. You ensure that work is systematically aligned and coordinated with the organization's vision.



70. I can transform the current vision into clear objectives and a strategic roadmap.



### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1 1	2 2	3 3
66. I create a timeline to fulfill the organization's vision.	15	2.20	26.7	7%	67%	27%
67. I task employees with realizing the vision.	15	2.40	40.0		60%	40%
68. I foster a culture that aligns with the organization's vision.	15	2.47	46.7		53%	47%
69. You ensure that work is systematically aligned and coordinated with the organization's vision.	15	2.33	33.3		67%	33%
70. I can transform the current vision into clear objectives and a strategic roadmap.	15	2.33	33.3		67%	33%