



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.

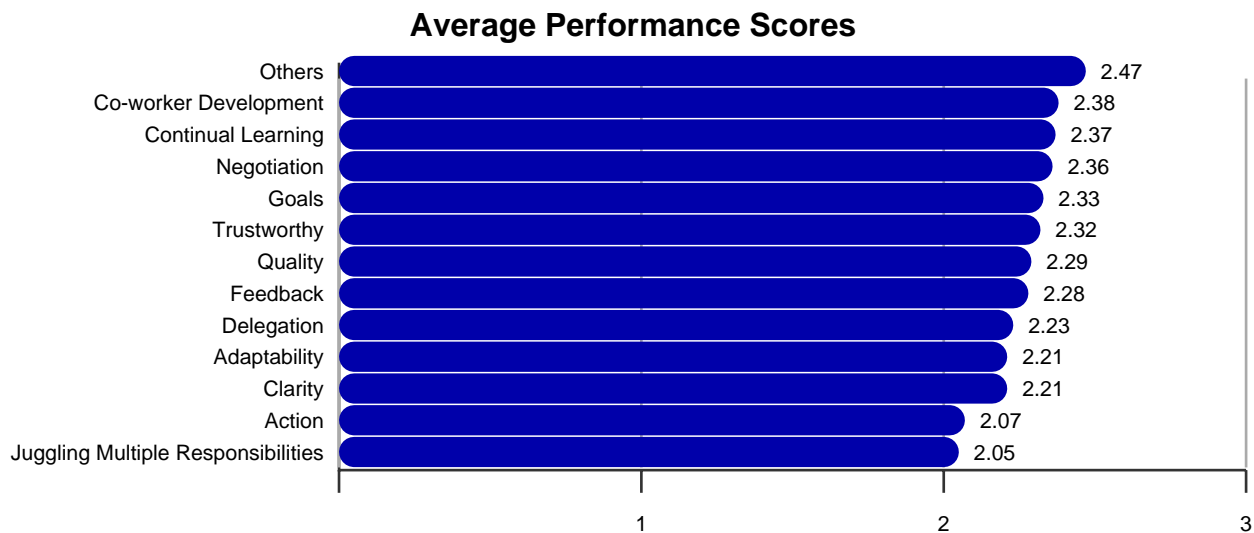
What to Do with Your Feedback

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 13 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.



Needs Development

Meets Standards

Definite Strength

0.14

Continual Learning

Definition:

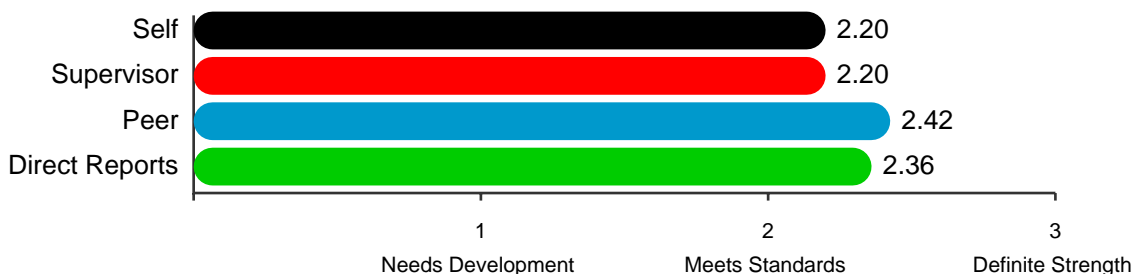
Always open to new ideas and seeking opportunities to learn. Takes the initiative to advance their knowledge and skills.

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.



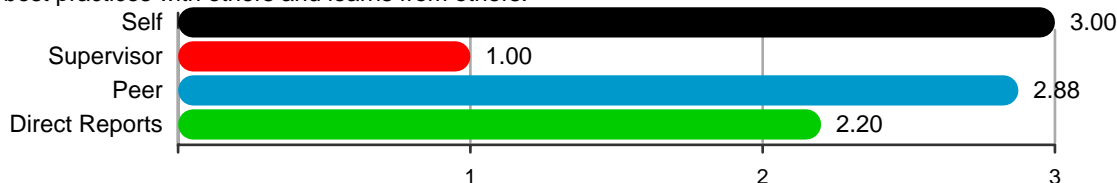
Scores on Each Item:

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

1. Pursues learning that will enhance job performance.



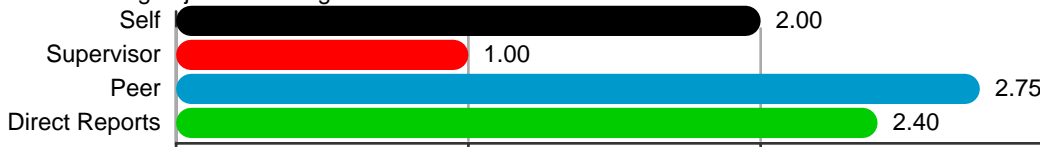
2. Shares best practices with others and learns from others.



3. Builds on their strengths while addressing their weaknesses.



4. Sets relevant learning objectives and goals.



5. Seeks opportunities to grow in skills and knowledge.



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
1. Pursues learning that will enhance job performance.	15	2.27	33.3	7%	60%	33%
2. Shares best practices with others and learns from others.	15	2.53	73.3	20%	7%	73%
3. Builds on their strengths while addressing their weaknesses.	15	2.33	40.0	7%	53%	40%
4. Sets relevant learning objectives and goals.	15	2.47	53.3	7%	40%	53%
5. Seeks opportunities to grow in skills and knowledge.	15	2.27	40.0	13%	47%	40%

Comments:

- Provide more frequent development feedback.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- He 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!
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

Feedback

Definition:

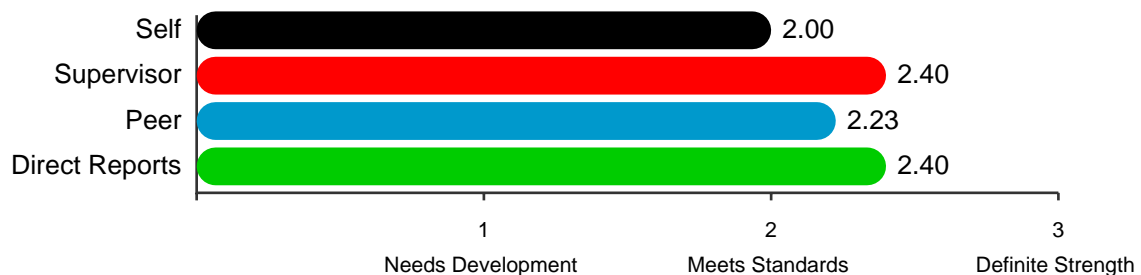
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while aligning with the recipient's role and goals. A strong feedback culture encourages individuals to actively seek, welcome, and clarify input from diverse and trusted sources, fostering openness, self-awareness, and continuous learning. Effective feedback is supported by coaching, training, and a conducive environment, and is managed with integrity to ensure it leads to reflection, accountability, and meaningful progress.

Why this is Important:

Feedback, as defined through its many dimensions (specific, constructive, timely, balanced, and performance-focused) is essential for organizations because it drives continuous improvement at every level. When feedback is delivered with fairness, clarity, and respect, it fosters accountability, strengthens relationships, and aligns individual efforts with organizational goals. Cultivating a culture where feedback is actively sought, openly received, and acted upon (supported by coaching, training, and diverse perspectives) creates an environment of trust, learning, and adaptability. In today's fast-paced and complex business landscape, organizations that manage feedback well are better equipped to evolve, retain talent, and achieve sustained 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.

6. Utilizes feedback in a manner that prioritizes professional development and avoids any misuse.



7. Nurtures an environment that supports lifelong learning and progress.



8. Fosters a culture of continuous improvement, where feedback is used as a valuable tool for growth and development.



9. Links feedback directly to specific role expectations, KPIs, or project outcomes.



10. Actively seeks feedback from others.



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
6. Utilizes feedback in a manner that prioritizes professional development and avoids any misuse.	15	2.13	33.3	20%	47%	33%
7. Nurtures an environment that supports lifelong learning and progress.	15	2.07	26.7	20%	53%	27%
8. Fosters a culture of continuous improvement, where feedback is used as a valuable tool for growth and development.	15	2.33	40.0	7%	53%	40%
9. Links feedback directly to specific role expectations, KPIs, or project outcomes.	15	2.40	53.3	13%	33%	53%
10. Actively seeks feedback from others.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is a strong advocate for both the customer and staff.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.

Delegation

Definition:

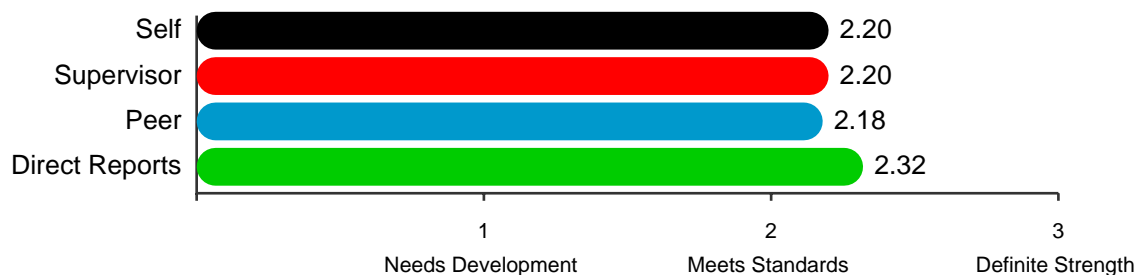
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective 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.

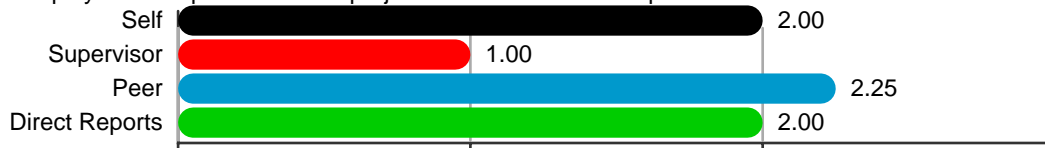
11. Supports the employee's autonomy without excessive supervision.



12. Assigns responsibilities based on skills, interests, and growth opportunities-not favoritism or bias.



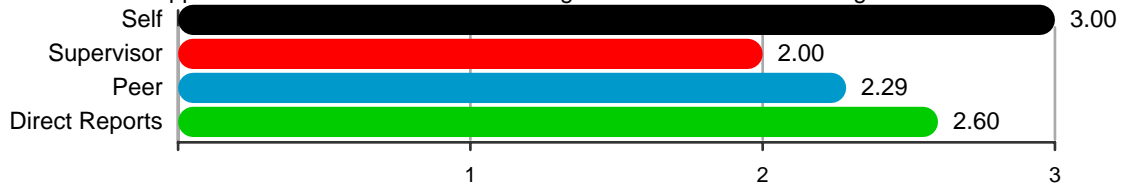
13. Matches employees' competencies with projects that maximize their potential.



14. Understands each employee's technical abilities, problem-solving skills, communication strengths, and adaptability.



15. Facilitates access to support and resources that enable delegated tasks to deliver strategic value.



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
11. Supports the employee's autonomy without excessive supervision.	15	2.33	40.0	7%	53%	40%
12. Assigns responsibilities based on skills, interests, and growth opportunities-not favoritism or bias.	15	2.07	20.0	13%	67%	20%
13. Matches employees' competencies with projects that maximize their potential.	15	2.07	26.7	20%	53%	27%
14. Understands each employee's technical abilities, problem-solving skills, communication strengths, and adaptability.	15	2.27	40.0	13%	47%	40%
15. Facilitates access to support and resources that enable delegated tasks to deliver strategic value.	14	2.43	50.0	7%	43%	50%

Comments:

- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Communication to staff has greatly improved.

Quality

Definition:

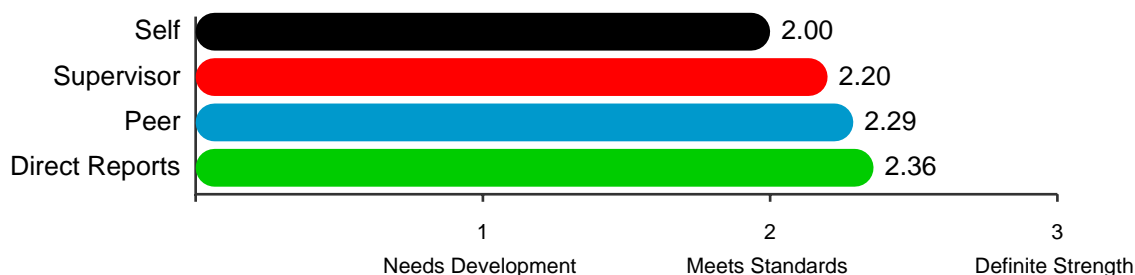
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial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

Why this is Important:

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

Summary Scores:

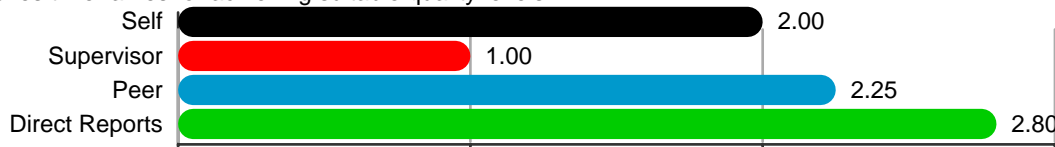
The summary scores shown here are an average of each of the items in this competency.



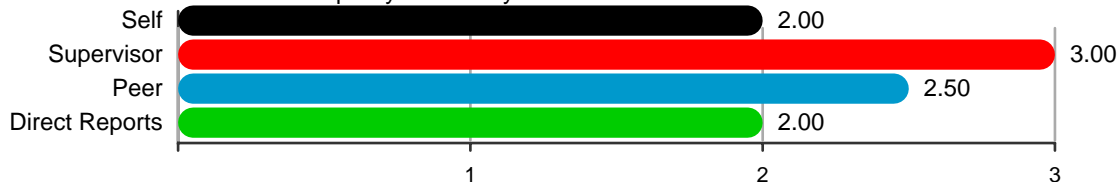
Scores on Each Item:

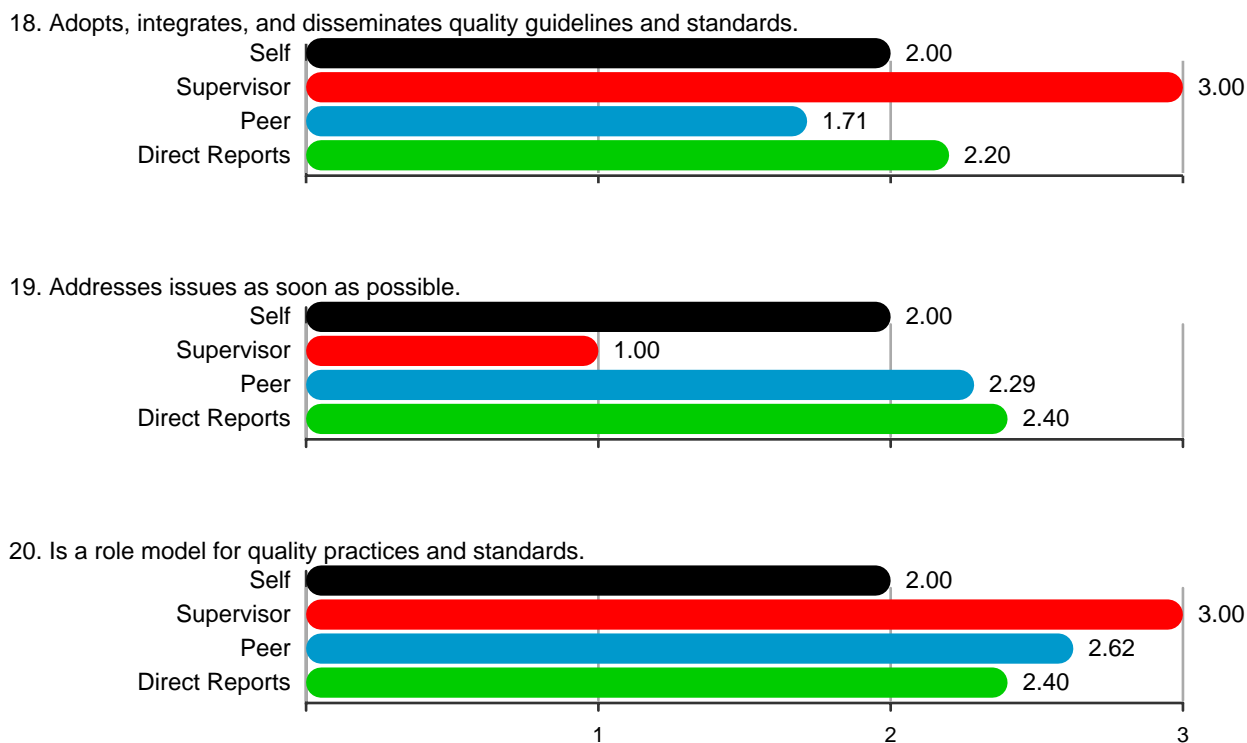
The scores for each of the items in this competency are shown below.

16. Establishes timeframes for achieving suitable quality levels.



17. Promotes an environment that fosters quality and safety.





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
16. Establishes timeframes for achieving suitable quality levels.	15	2.33	46.7	13%	40%	47%
17. Promotes an environment that fosters quality and safety.	15	2.33	40.0	7%	53%	40%
18. Adopts, integrates, and disseminates quality guidelines and standards.	14	2.00	14.3	14%	71%	14%
19. Addresses issues as soon as possible.	14	2.21	42.9	21%	36%	43%
20. Is a role model for quality practices and standards.	15	2.53	60.0	7%	33%	60%

Comments:

- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- I have enjoyed working with _____ and will miss his support and direction.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.

Goals

Definition:

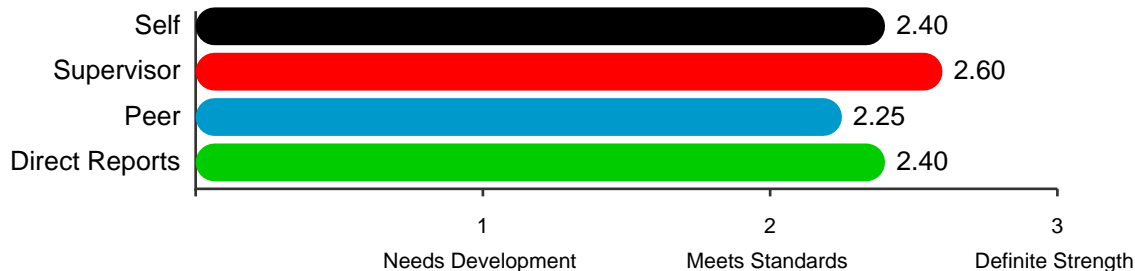
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress 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:

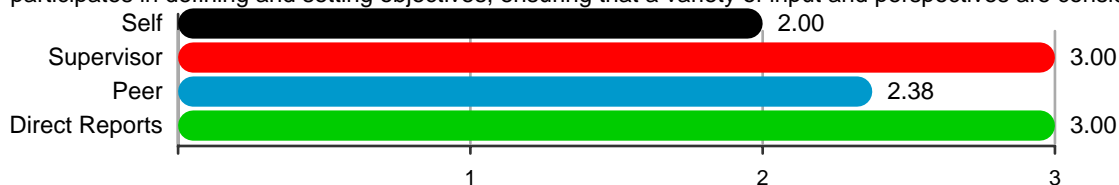
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

21. Actively participates in defining and setting objectives, ensuring that a variety of input and perspectives are considered.



22. Is a dedicated supporter to significantly enhance the likelihood of goal attainment.



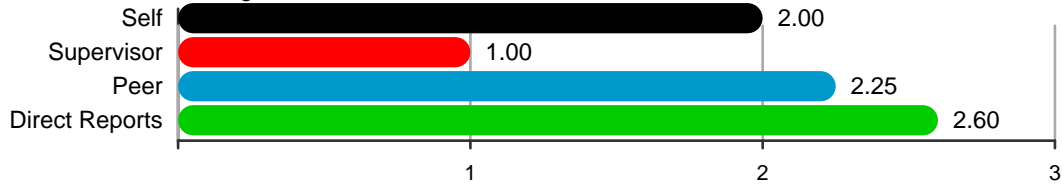
23. Establishes a clear link between shorter, task-specific goals and overarching, long-term performance goals.



24. Sets strategic goals that prioritize innovation and research and development.



25. Follows schedules to achieve goals.



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	Percentage of Responses		
				Needs Development 1	Meets Standards 2	Definite Strength 3
21. Actively participates in defining and setting objectives, ensuring that a variety of input and perspectives are considered.	15	2.60	66.7	7%	27%	67%
22. Is a dedicated supporter to significantly enhance the likelihood of goal attainment.	15	2.33	40.0	7%	53%	40%
23. Establishes a clear link between shorter, task-specific goals and overarching, long-term performance goals.	15	2.07	20.0	13%	67%	20%
24. Sets strategic goals that prioritize innovation and research and development.	15	2.40	53.3	13%	33%	53%
25. Follows schedules to achieve goals.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ has been very supportive as a supervisor.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.

Adaptability

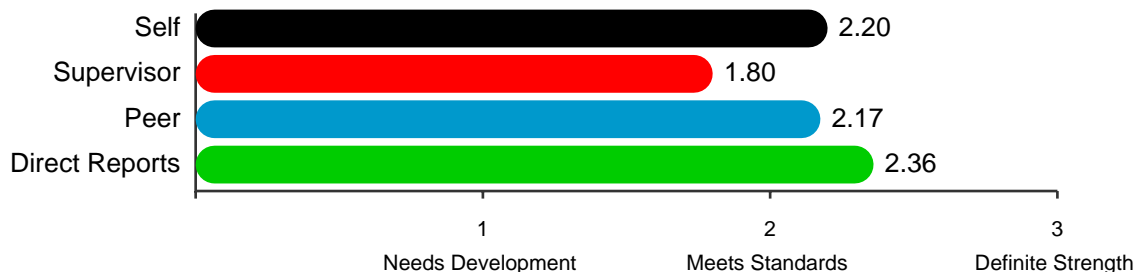
Definition:

Adaptability is the ability to adjust to new responsibilities, changing circumstances, and uncertain environments while maintaining efficiency and effectiveness. It involves embracing shifts in organizational structure, technology, and processes, as well as modifying strategies, perspectives, and priorities to align with evolving business needs. By continuously developing skills, assisting others through transitions, and refining workflows, adaptability fosters resilience, innovation, and long-term success in dynamic environments.

Why this is Important:

Summary Scores:

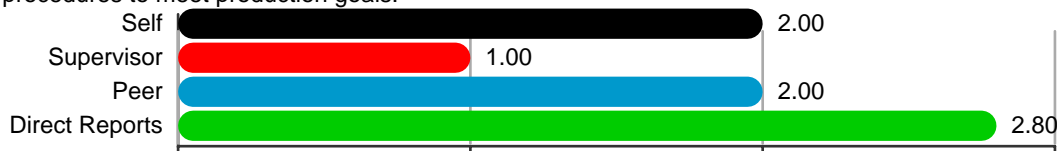
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

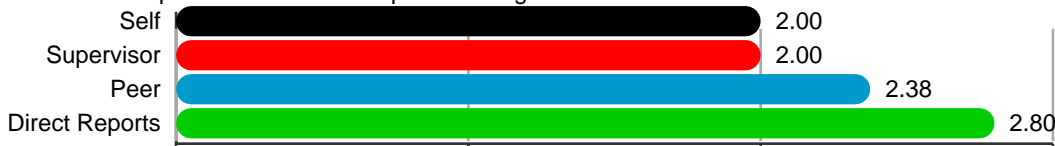
26. Adapts procedures to meet production goals.



27. Will stop what they are doing to help colleagues in need.



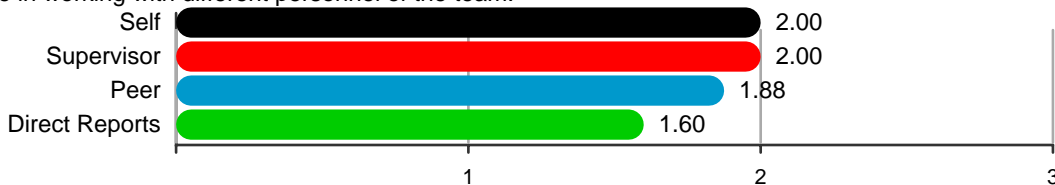
28. Changes to meet new priorities within the department/organization.



29. Makes adjustments as needed to meet the demands of a dynamic marketplace.



30. Effective in working with different personnel of the team.



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. Adapts procedures to meet production goals.	15	2.20	33.3	13%	53%	33%
27. Will stop what they are doing to help colleagues in need.	15	2.00	26.7	27%	47%	27%
28. Changes to meet new priorities within the department/organization.	15	2.47	53.3	7%	40%	53%
29. Makes adjustments as needed to meet the demands of a dynamic marketplace.	15	2.60	60.0		40%	60%
30. Effective in working with different personnel of the team.	15	1.80	13.3	33%	53%	13%

Comments:

- He has created a highly engaged team and manages a diverse group of individuals very well.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- He has deep technical expertise in a number of areas of human resource management.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- He has never said he was to busy for me or stated come back later. I think [CompanyName] is very lucky to have his as a manager.

Action

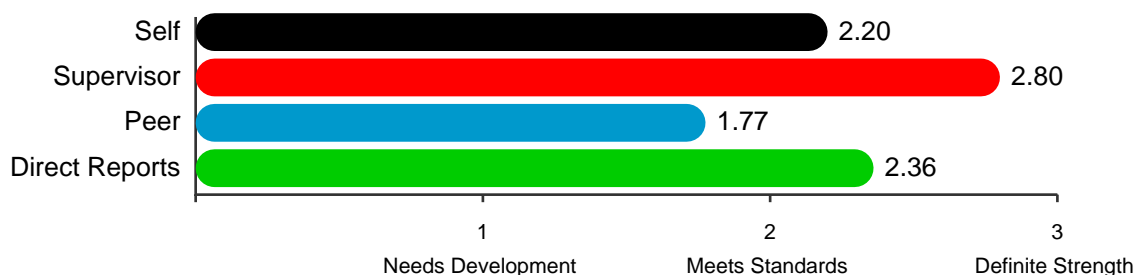
Definition:

Action reflects the ability to proactively address challenges, take initiative, and act decisively to drive results while fostering a culture of excellence and continuous improvement. It involves being resourceful, ambitious, and tenacious in overcoming obstacles, as well as responsive and preemptive in mitigating potential issues. Effective action includes delegating tasks appropriately, maintaining responsibility, and ensuring timely, results-oriented efforts to achieve goals with efficiency and innovation.

Why this is Important:

Summary Scores:

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



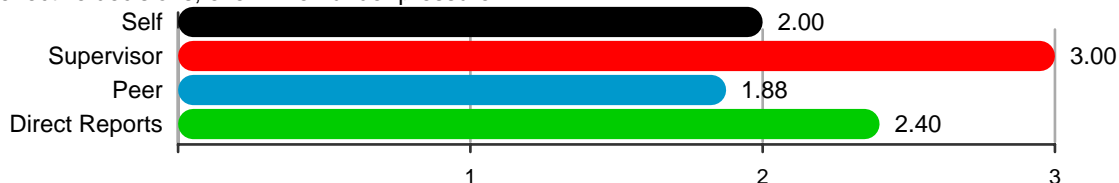
Scores on Each Item:

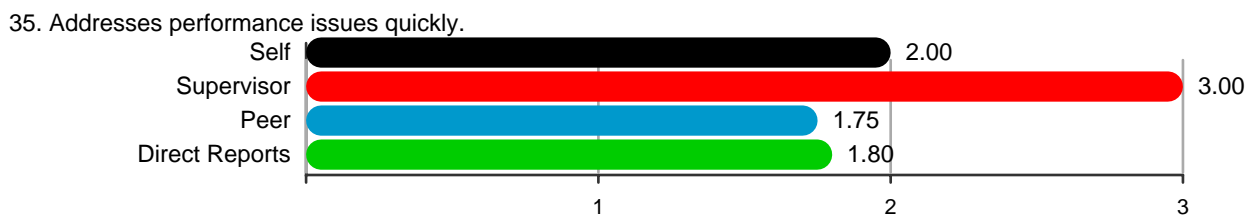
The scores for each of the items in this competency are shown below.

31. Navigates organizational structures and boundaries to achieve goals.



32. Makes effective decisions, even when under pressure.





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
31. Navigates organizational structures and boundaries to achieve goals.	15	2.13	33.3	20%	47%	33%
32. Makes effective decisions, even when under pressure.	15	2.13	33.3	20%	47%	33%
33. Delegates tasks and assignments to subordinates as soon as a request has been made.	15	2.07	33.3	27%	40%	33%
34. Is ambitious when working on the project.	15	2.13	26.7	13%	60%	27%
35. Addresses performance issues quickly.	15	1.87	20.0	33%	47%	20%

Comments:

- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ has a good perspective on the organization as a whole.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- 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 extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.

Juggling Multiple Responsibilities

Definition:

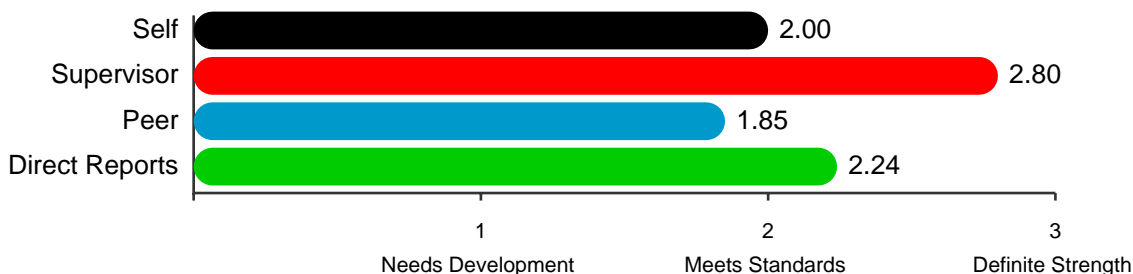
Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

36. Builds in extra time in the schedule for unplanned events/occurrences.



37. Organizes tasks for the most efficient order of completion.



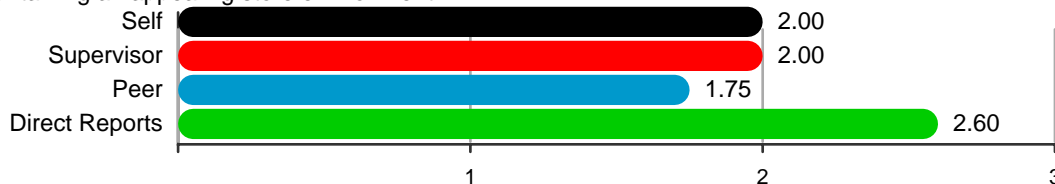
38. Begins tasks as soon as possible.



39. Assigns tasks based on skills of team members.



40. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development (1)	Meets Standards (2)	Definite Strength (3)
36. Builds in extra time in the schedule for unplanned events/occurrences.	15	1.87	20.0	33%	47%	20%
37. Organizes tasks for the most efficient order of completion.	15	1.93	13.3	20%	67%	13%
38. Begins tasks as soon as possible.	15	2.07	33.3	27%	40%	33%
39. Assigns tasks based on skills of team members.	15	2.33	33.3		67%	33%
40. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is a true asset to [CompanyName].
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.

- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.

Clarity

Definition:

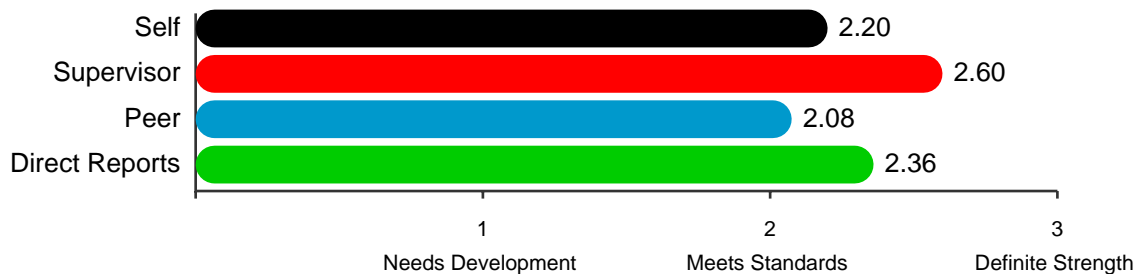
Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

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.



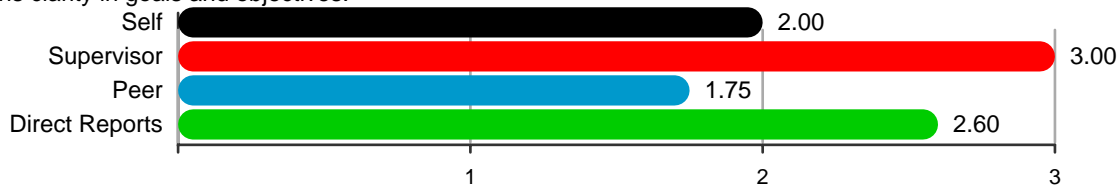
Scores on Each Item:

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

41. Clarifies problems and their causes to help employees correct them.



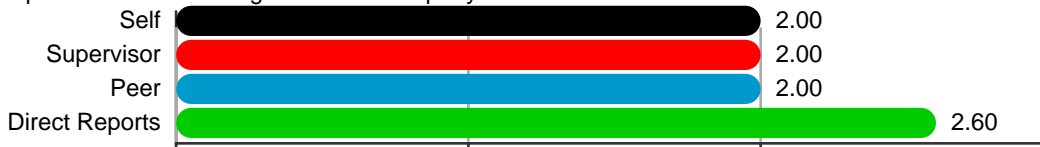
42. Maintains clarity in goals and objectives.



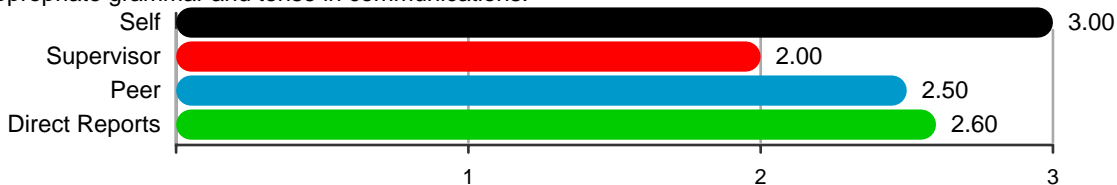
43. Writes clear job descriptions for positions in the organization.



44. Clearly explains the vision and goals of the company.



45. Uses appropriate grammar and tense in communications.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Clarifies problems and their causes to help employees correct them.	15	2.00	26.7	27%	47%	27%
42. Maintains clarity in goals and objectives.	15	2.13	33.3	20%	47%	33%
43. Writes clear job descriptions for positions in the organization.	15	2.20	40.0	20%	40%	40%
44. Clearly explains the vision and goals of the company.	15	2.20	26.7	7%	67%	27%
45. Uses appropriate grammar and tense in communications.	15	2.53	60.0	7%	33%	60%

Comments:

- He is an outstanding manager.
- He is smart, quick, compassionate, and thorough.
- he understands where our opportunities for savings in the employee benefits plan may be.
- He is a joy to work for.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- _____ has grown and proven himself to be an effective leader in the imaging department.

Trustworthy

Definition:

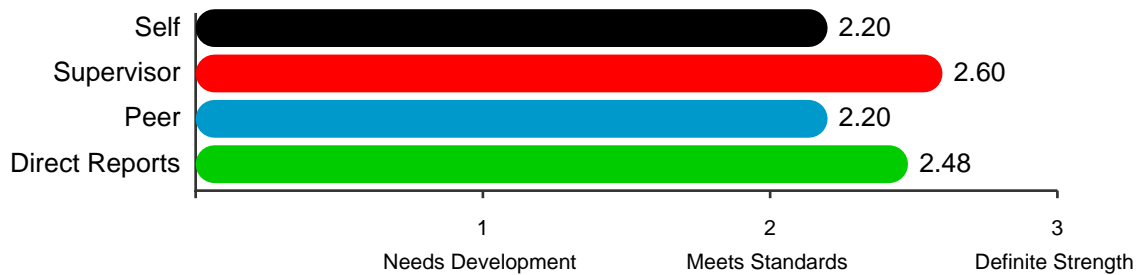
Is trusted by others. Builds and maintains trust with others. Is open and honest.

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.



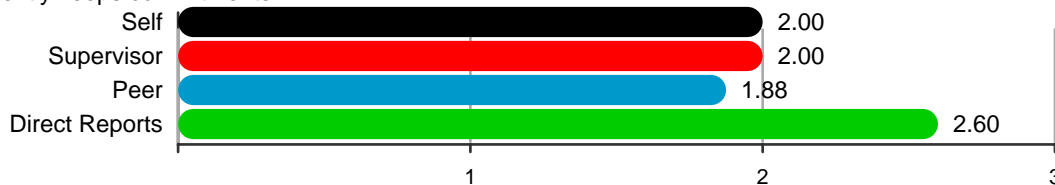
Scores on Each Item:

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

46. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



47. Consistently keeps commitments.



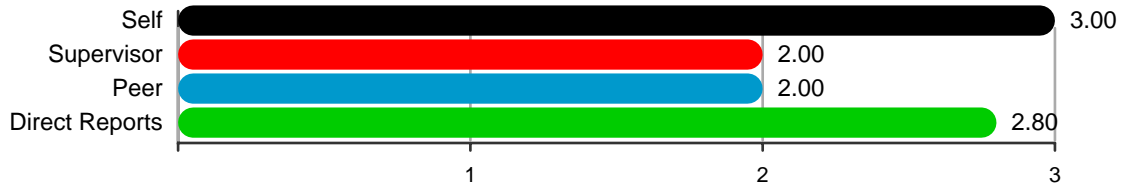
48. Communicates an understanding of the other person's interests, needs and concerns.



49. Is trustworthy; is someone I can trust.



50. Takes care to maintain confidential information.



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
46. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	2.27	26.7		73%	27%
47. Consistently keeps commitments.	15	2.13	26.7	13%	60%	27%
48. Communicates an understanding of the other person's interests, needs and concerns.	15	2.40	40.0		60%	40%
49. Is trustworthy; is someone I can trust.	15	2.47	46.7		53%	47%
50. Takes care to maintain confidential information.	15	2.33	46.7	13%	40%	47%

Comments:

- I appreciate his dedication to the department employees.
- Needs to have more face-to-face communications with other employees in the company.
- I truly enjoy working with _____ on a daily basis.
- _____ 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.
- _____ is a solid performer knows his stuff.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.

Co-worker Development

Definition:

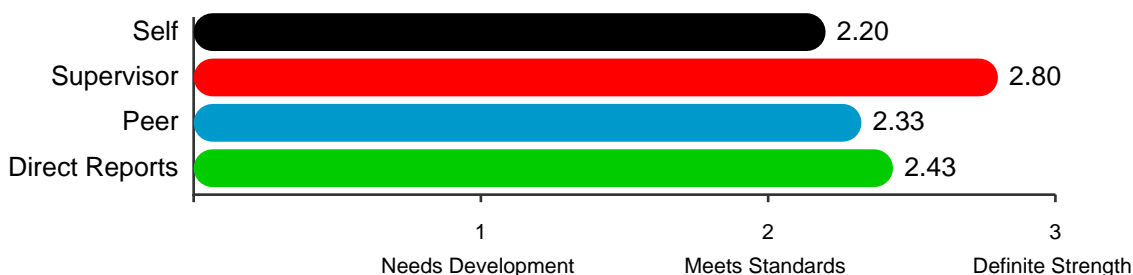
Invests in the professional development of others.

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.



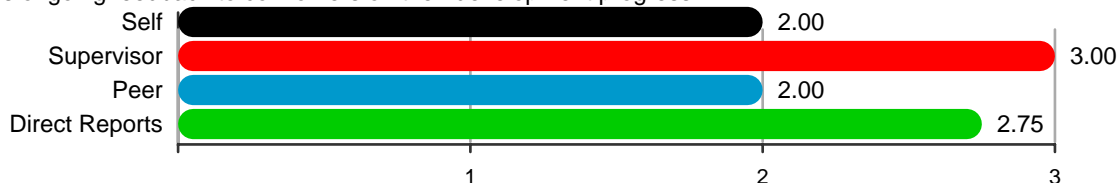
Scores on Each Item:

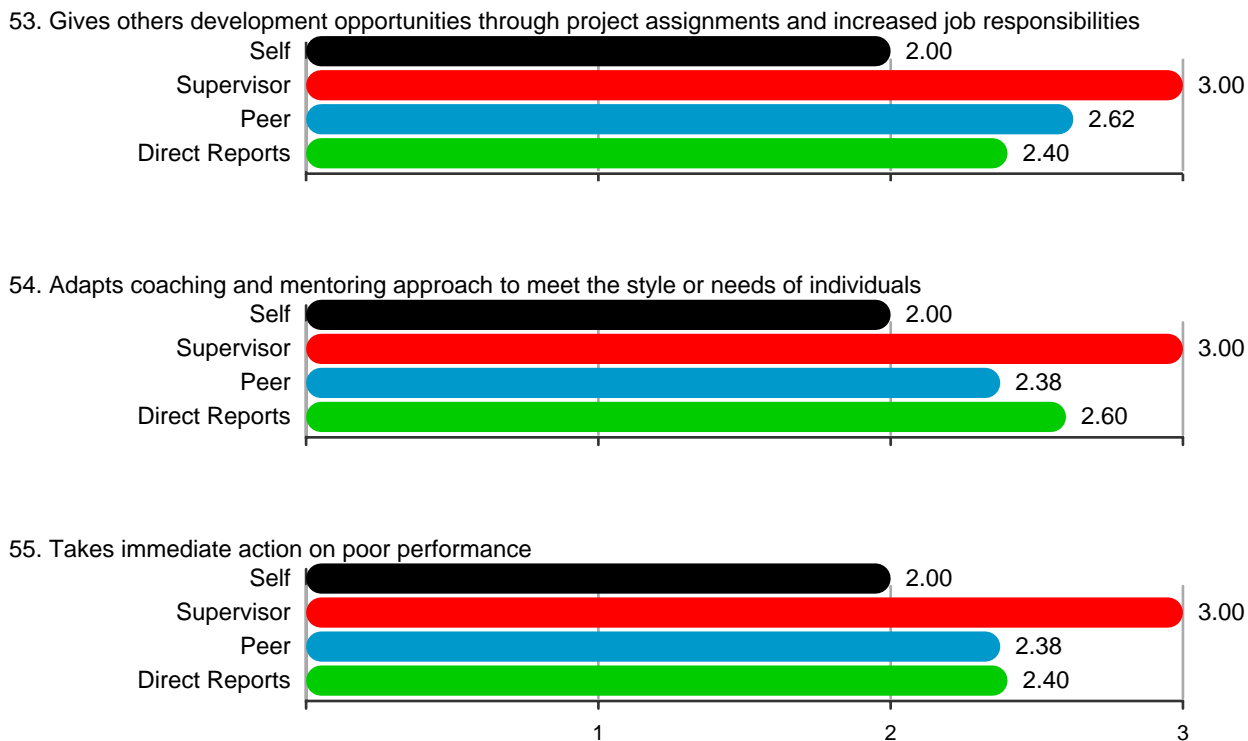
The scores for each of the items in this competency are shown below.

51. Sets and clearly communicates expectations, performance goals, and measurements to others



52. Provides ongoing feedback to co-workers on their development progress





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
51. Sets and clearly communicates expectations, performance goals, and measurements to others	14	2.21	28.6	7%	64%	29%
52. Provides ongoing feedback to co-workers on their development progress	14	2.29	42.9	14%	43%	43%
53. Gives others development opportunities through project assignments and increased job responsibilities	15	2.53	53.3		47%	53%
54. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.47	46.7		53%	47%
55. Takes immediate action on poor performance	15	2.40	40.0		60%	40%

Comments:

- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- I would like to see his expand personal long-term goals at the company.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- _____ is consistent in his messaging about how we best serve the customers.

Negotiation

Definition:

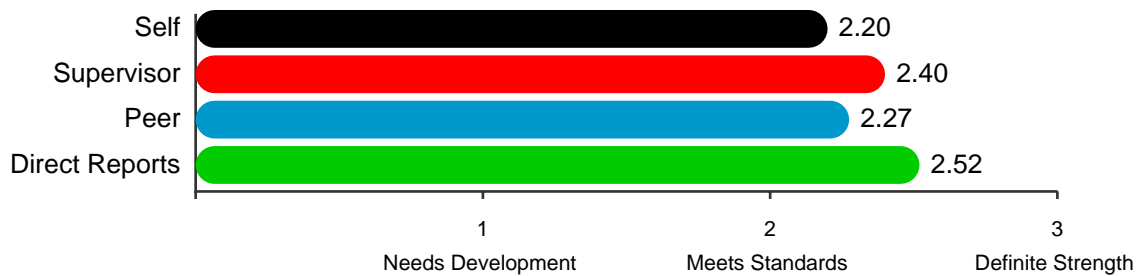
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions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

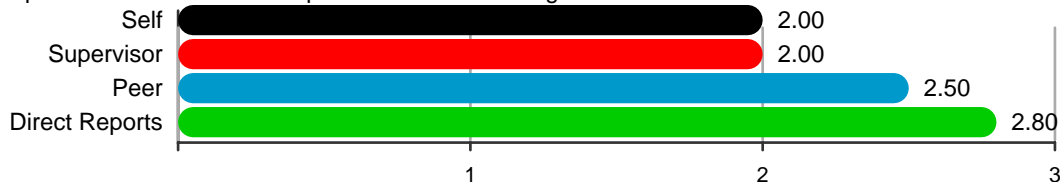
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

56. Takes steps to control emotional responses to avoid making rash decisions.



57. Is aware of and manages own emotions and understands the emotions of others which helps in navigating tense situations and in finding common ground.



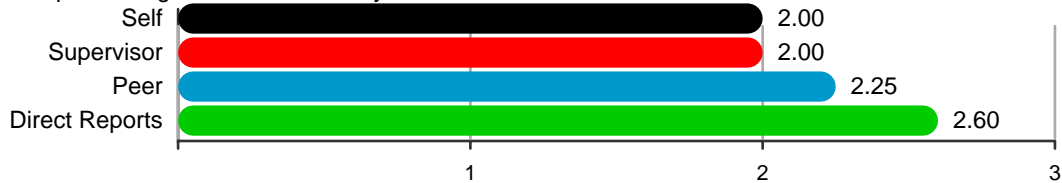
58. Stays focused and avoids getting sidetracked by less important issues.



59. Assesses the validity and relevance of each piece of information, considering the context and source.



60. Engages in questioning to obtain necessary information and examine various alternatives.



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
56. Takes steps to control emotional responses to avoid making rash decisions.	15	2.53	53.3	47%	53%	
57. Is aware of and manages own emotions and understands the emotions of others which helps in navigating tense situations and in finding common ground.	15	2.33	33.3	67%	33%	
58. Stays focused and avoids getting sidetracked by less important issues.	15	2.33	33.3	67%	33%	
59. Assesses the validity and relevance of each piece of information, considering the context and source.	15	2.27	26.7	73%	27%	
60. Engages in questioning to obtain necessary information and examine various alternatives.	15	2.33	33.3	67%	33%	

Comments:

- just know going through the hiring process with him.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

Others

Definition:

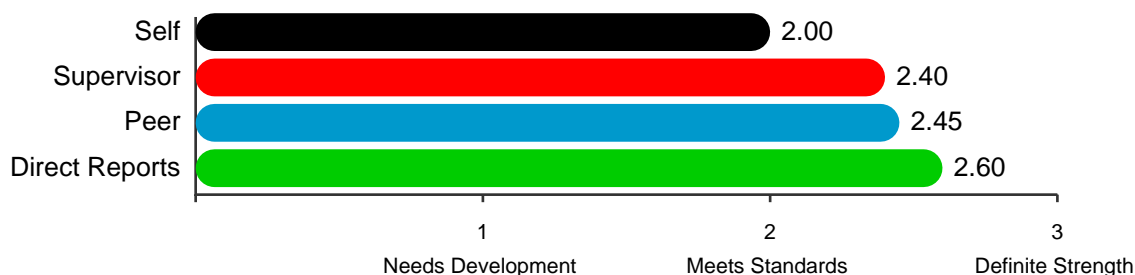
Works well with other employees.

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.



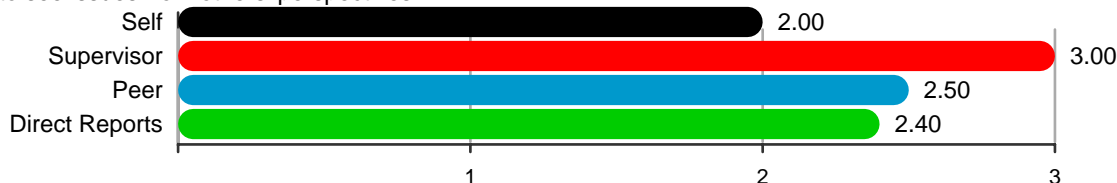
Scores on Each Item:

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

61. Able to see issues from others' perspectives.



62. Is able to see issues from others' perspectives.



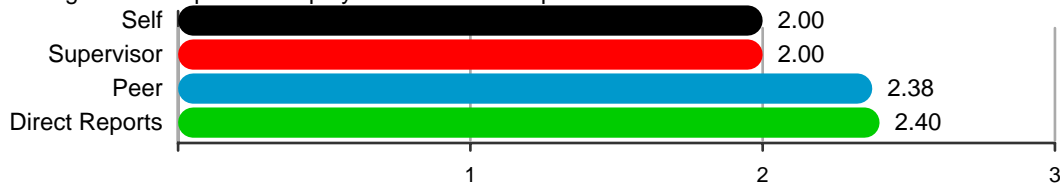
63. Includes others in the decision making processes.



64. Constructively receives criticism and suggestions from others.



65. Forms working relationships with employees from other departments.



Level of Skill

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

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1	Meets Standards 2	Definite Strength 3
61. Able to see issues from others' perspectives.	15	2.47	46.7	53%	47%	
62. Is able to see issues from others' perspectives.	15	2.47	46.7	53%	47%	
63. Includes others in the decision making processes.	15	2.47	46.7	53%	47%	
64. Constructively receives criticism and suggestions from others.	15	2.60	60.0	40%	60%	
65. Forms working relationships with employees from other departments.	15	2.33	40.0	7%	53%	40%

Comments:

- Is sincerely a role model for everything one would look for in a role model as a team member.
- I look forward to learning and improving with his and the other members in the division.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- Constantly working on improving the customer experience.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.