



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

February 2026

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.



Continuous Improvement

Definition:

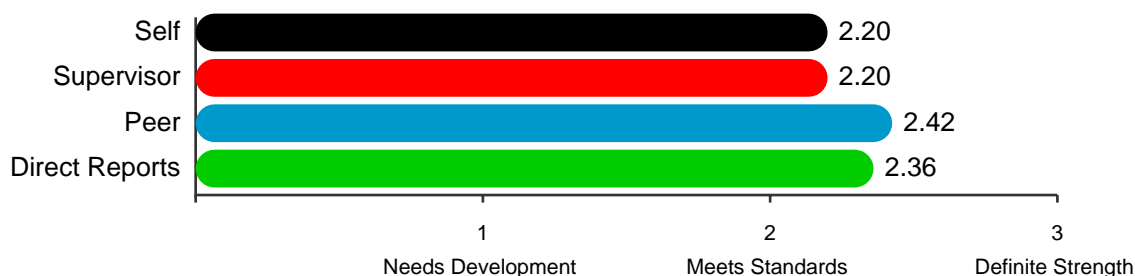
Continuous Improvement is a disciplined, organizationwide commitment to elevating quality, efficiency, and reliability through sustained personal effort, empowered employees, and a culture that expects first-timeright performance. It strengthens processes and systems by applying technical insight, data-driven analysis, Six Sigma methods, experimentation, and best-practice standards to optimize operations and prevent issues before they occur. It thrives on crossfunctional collaboration, knowledge sharing, training, and supportive leadership that equips people to identify opportunities, solve problems, and meet evolving customer expectations. It relies on rigorous measurement, investigation, benchmarking, and resilient design to ensure improvements are validated, sustained, and aligned with best-in-class performance.

Why this is Important:

Continuous Improvement is important to organizations because it creates a self-reinforcing engine of progress rather than relying on one-time fixes or heroic efforts. When employees and managers are committed, empowered, crossfunctional, and equipped with expertise, they continually refine processes, prevent problems, and get work right the first time $\frac{1}{2}$ which directly improves quality, speed, reliability, and customer satisfaction. By measuring performance, applying Six Sigma and analytical methods, experimenting, benchmarking against best-in-class standards, and sharing knowledge, organizations build systems that optimize themselves over time instead of degrading. Ultimately, Continuous Improvement strengthens resilience, reduces waste and cost, elevates workforce capability, and builds a culture where excellence is the norm $\frac{1}{2}$ giving companies a durable competitive advantage in any environment.

Summary Scores:

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



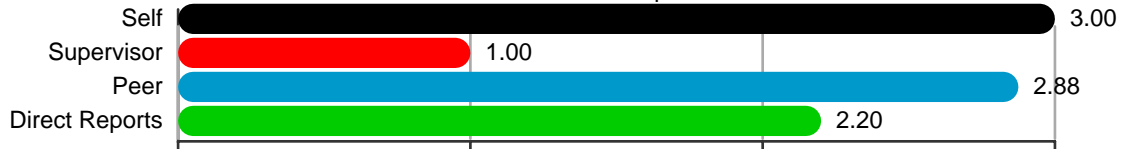
Scores on Each Item:

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

1. Views continuous improvement as a core tenet of the department.



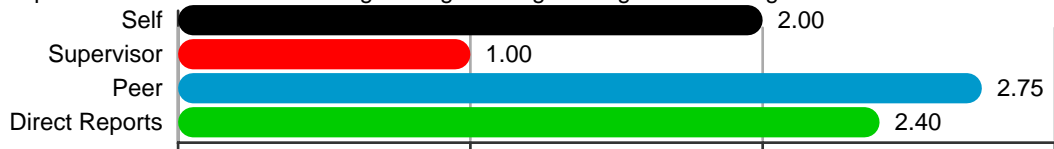
2. Prepares workflows and materials in advance to minimize errors and prevent rework.



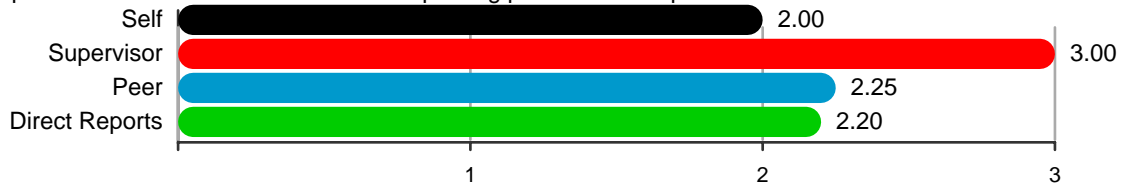
3. Assembles multi-department teams to drive continuous improvement initiatives.



4. Enhances production line resilience through thoughtful engineering and risk mitigation.



5. Exhibits persistent focus and commitment to improving processes and performance.



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
1. Views continuous improvement as a core tenet of the department.	15	2.27	33.3	7%	60%	33%
2. Prepares workflows and materials in advance to minimize errors and prevent rework.	15	2.53	73.3	20%	7%	73%
3. Assembles multi-department teams to drive continuous improvement initiatives.	15	2.33	40.0	7%	53%	40%
4. Enhances production line resilience through thoughtful engineering and risk mitigation.	15	2.47	53.3	7%	40%	53%
5. Exhibits persistent focus and commitment to improving processes and performance.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ does a great job in supporting and engaging all of his employees.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- Each member feels they are a part of the team and knows their contribution is valued.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- I trust that I can go to him in confidence and he will really listen to what I am saying.

Feedback

Definition:

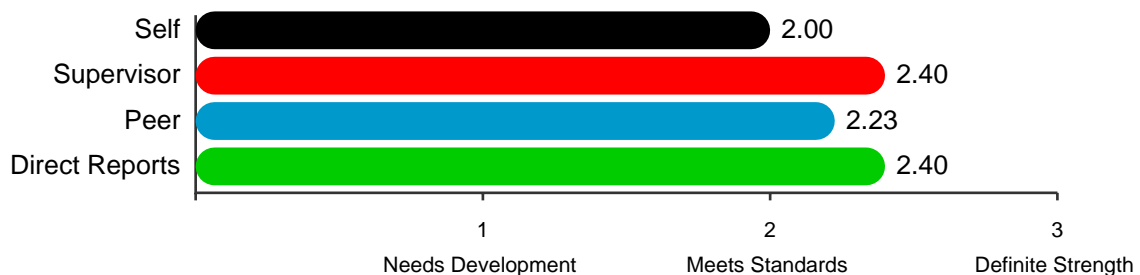
Feedback is a purposeful and respectful exchange that is specific, constructive, and focused on improving performance through clear expectations, observable behaviors, and actionable guidance. It is delivered in a timely, balanced, and fair manner--acknowledging both strengths and areas for growth while 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. Cultivates a positive atmosphere by providing feedback, guidance, and support.



7. Translates observations into actionable next steps that enhance individual and team performance.



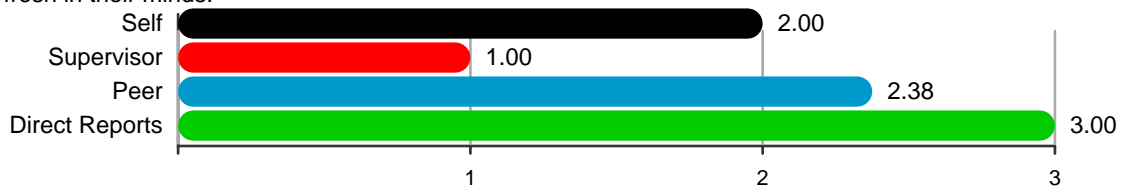
8. Improves employees on an ongoing basis through constructive feedback.



9. Engages in productive performance feedback conversations by focusing on their purpose: to support the employee's professional growth.



10. Provides feedback in a timely manner to help employees understand their strengths and areas for improvement while the events are still fresh in their minds.



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
6. Cultivates a positive atmosphere by providing feedback, guidance, and support.	15	2.13	33.3	20%	47%	33%
7. Translates observations into actionable next steps that enhance individual and team performance.	15	2.07	26.7	20%	53%	27%
8. Improves employees on an ongoing basis through constructive feedback.	15	2.33	40.0	7%	53%	40%
9. Engages in productive performance feedback conversations by focusing on their purpose: to support the employee's professional growth.	15	2.40	53.3	13%	33%	53%
10. Provides feedback in a timely manner to help employees understand their strengths and areas for improvement while the events are still fresh in their minds.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ does not always follow through with things (ordering equipment).
- I really enjoy working with _____ and I respect his as a leader and role model.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- He has established credibility and trust with all the directors and managers.
- I believe I need to give him a chance to get into his position.
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.

Accountability

Definition:

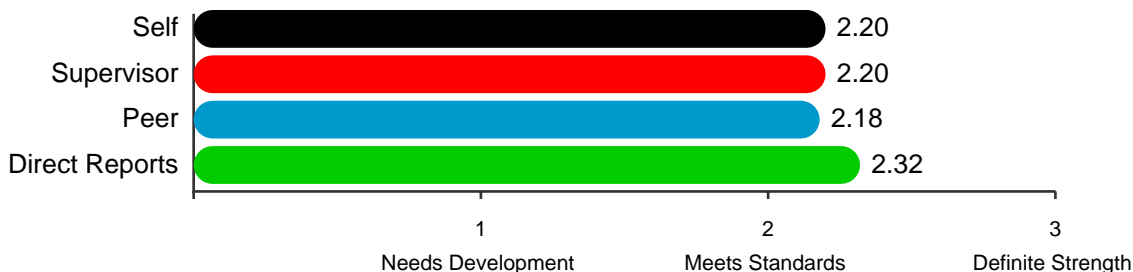
Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability 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.

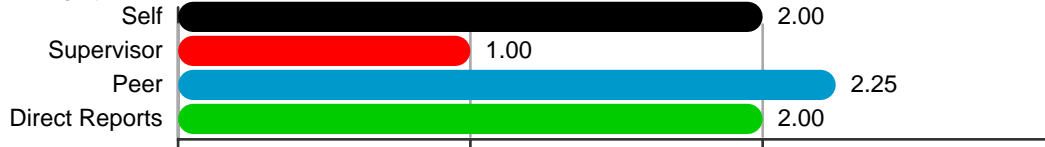
11. Exhibits a sense of ownership of the process.



12. Encourages employees to take on greater responsibilities.



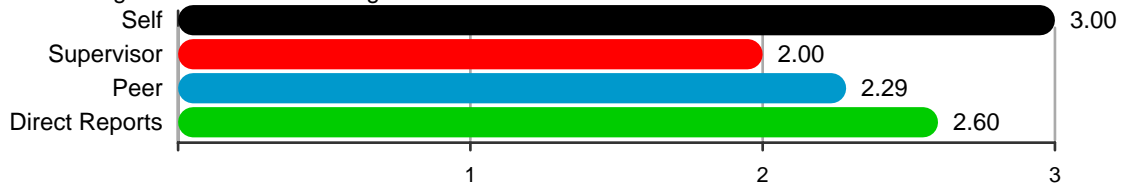
13. Chooses integrity over convenience.



14. Takes responsibility for errors in the production line.



15. Commits to leading the initiatives to solving critical issues.



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
11. Exhibits a sense of ownership of the process.	15	2.33	40.0	7%	53%	40%
12. Encourages employees to take on greater responsibilities.	15	2.07	20.0	13%	67%	20%
13. Chooses integrity over convenience.	15	2.07	26.7	20%	53%	27%
14. Takes responsibility for errors in the production line.	15	2.27	40.0	13%	47%	40%
15. Commits to leading the initiatives to solving critical issues.	14	2.43	50.0	7%	43%	50%

Comments:

- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ is very professional in dealing with his peers and the staff.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- He encourages staff skill development and input to improve department processes
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.

Integrity

Definition:

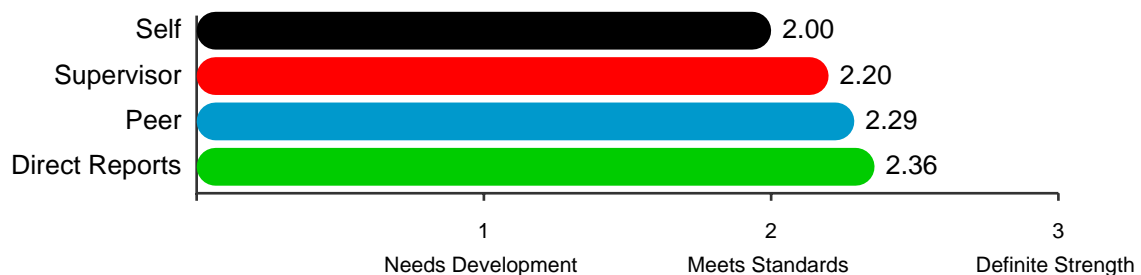
Integrity is the unwavering commitment to core values, demonstrated through honesty, transparency, fairness, and ethical decisionmaking that sets a standard others feel compelled to follow. It earns trust by keeping commitments, maintaining confidentiality, supporting and respecting others, and consistently behaving in principled ways--even in small matters or when consequences are difficult. It requires accountability and selfregulation, including openly admitting mistakes, taking responsibility for outcomes, and ensuring actions align with stated values and organizational expectations. Integrity ultimately shows up through professionalism and leading by example, fostering strong interpersonal relationships and creating a culture where trust, excellence, and ethical conduct are the norm.

Why this is Important:

Integrity becomes a strategic advantage rather than a moral accessory. When employees and leaders consistently act with honesty, transparency, accountability, fairness, and principled followthrough, organizations build deep reservoirs of trust—internally among teams and externally with customers, partners, and regulators. That trust reduces friction, lowers oversight costs, strengthens collaboration, and enables faster, more confident decisionmaking because people can rely on one another's word and intentions. Perhaps most importantly, a culture grounded in integrity attracts and retains highquality talent, protects the organization's reputation, and ensures that even under pressure, the company behaves in ways that are sustainable, ethical, and aligned with its longterm mission.

Summary Scores:

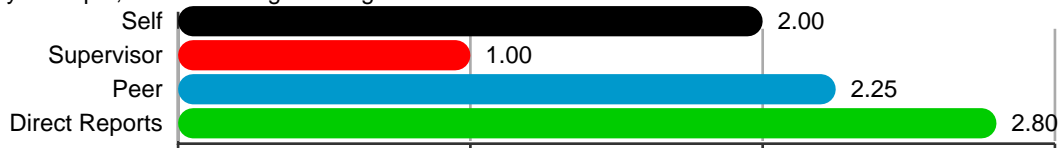
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Leads by example, demonstrating a strong work ethic and commitment to excellence.



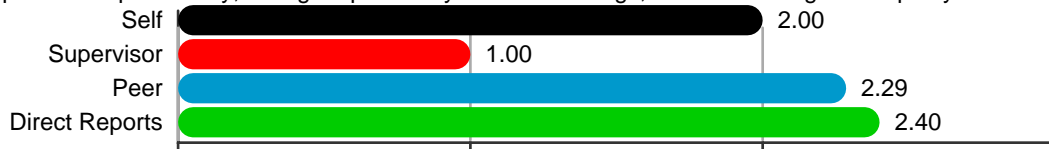
17. Exemplifies commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.



18. Takes ownership and responsibility for the results obtained.



19. Owns up to errors proactively, taking responsibility for shortcomings, and addressing them openly and ethically.



20. Takes ownership for the process and outcomes.



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 1	Meets Standards 2 2	Definite Strength 3 3
16. Leads by example, demonstrating a strong work ethic and commitment to excellence.	15	2.33	46.7	13%	40%	47%
17. Exemplifies commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.	15	2.33	40.0	7%	53%	40%
18. Takes ownership and responsibility for the results obtained.	14	2.00	14.3	14%	71%	14%
19. Owns up to errors proactively, taking responsibility for shortcomings, and addressing them openly and ethically.	14	2.21	42.9	21%	36%	43%
20. Takes ownership for the process and outcomes.	15	2.53	60.0	7%	33%	60%

Comments:

- I think he is doing really good work and I found that to be one area I could list that might help.
- He sets a good example for personal growth.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____ can be counted on for his reliability.

Emotional Intelligence

Definition:

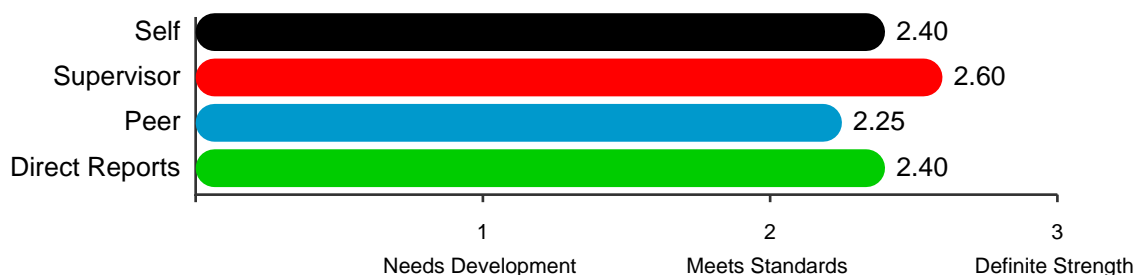
Ability to perceive, interpret, and understand the emotions of others.

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.



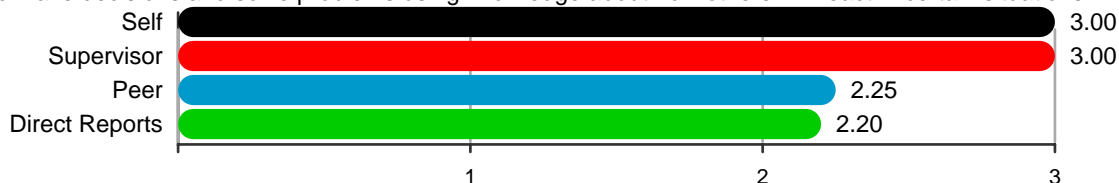
Scores on Each Item:

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

21. Is able to manage their own emotions.



22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



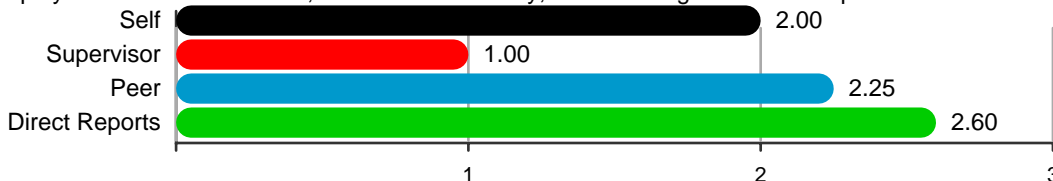
23. Accurately perceives the emotional reactions of others.



24. Is able to express themselves clearly.



25. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



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. Is able to manage their own emotions.	15	2.60	66.7	7%	27%	67%
22. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
23. Accurately perceives the emotional reactions of others.	15	2.07	20.0	13%	67%	20%
24. Is able to express themselves clearly.	15	2.40	53.3	13%	33%	53%
25. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.27	53.3	27%	20%	53%

Comments:

- _____ always remembers the customer is at the center of what we do.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- Don't know where we would be without him.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

Project Management

Definition:

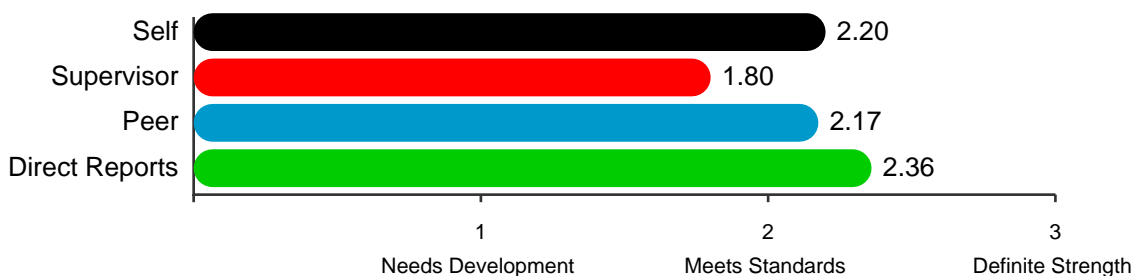
Project Management (PM) is a complex set of activities including defining the scope, planning the implementation, creating a timeline, allocating resources, managing risk, execution/implementation, coordinating different teams/individuals, and monitoring progress. Several important skills are required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

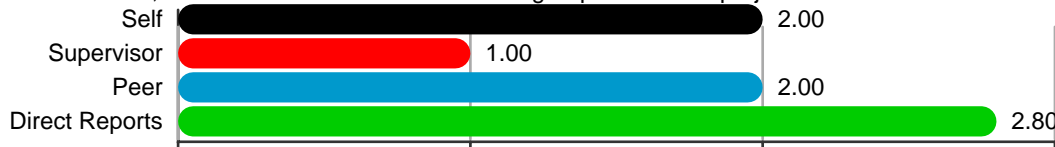
The summary scores shown here are an average of each of the items in this competency.



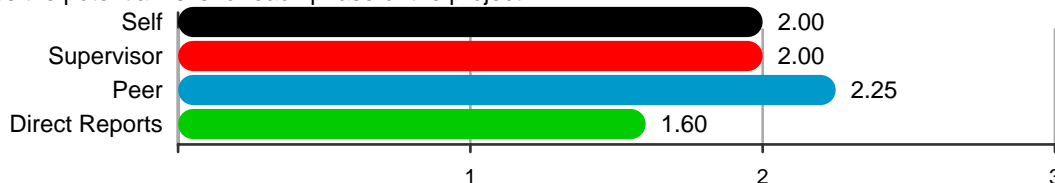
Scores on Each Item:

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

26. Coordinates timelines, events and tasks with various sub-groups within the project.



27. Identifies the potential risks for each phase of the project.



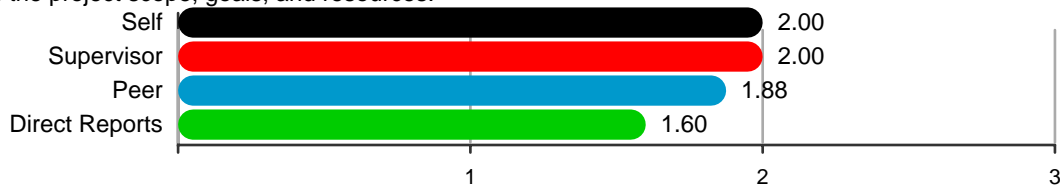
28. Engages stakeholders and team members in open discussions.



29. Organizes work and sets priorities as needed.



30. Defines the project scope, goals, and resources.



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. Coordinates timelines, events and tasks with various sub-groups within the project.	15	2.20	33.3	13%	53%	33%
27. Identifies the potential risks for each phase of the project.	15	2.00	26.7	27%	47%	27%
28. Engages stakeholders and team members in open discussions.	15	2.47	53.3	7%	40%	53%
29. Organizes work and sets priorities as needed.	15	2.60	60.0		40%	60%
30. Defines the project scope, goals, and resources.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ 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.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- He is a joy to work for.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.

Technical

Definition:

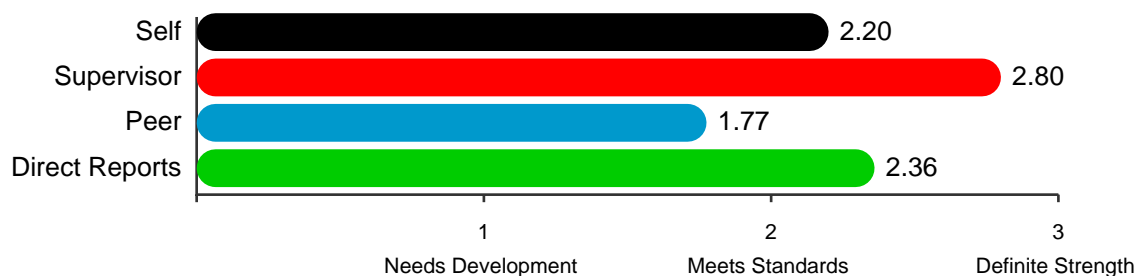
Technical Skills refers to a manager's ability to apply specialized knowledge, tools, and systems to deliver high-quality solutions, assign work effectively, and drive innovation through sound technical skills. It includes deep expertise across relevant domains, the ability to analyze data and risks, and the use of appropriate tools, equipment, and design methods to implement scalable, secure, and efficient systems. Technical also encompasses the creation, documentation, and sharing of information and knowledge, along with training others and fostering continuous improvement through metrics, feedback, and structured planning. A technically strong manager plays key roles across the organization--advising, supporting, and coordinating efforts that ensure operational excellence, compliance, and long-term capability growth.

Why this is Important:

The Technical competency is vital for organizations because it ensures that managers can lead with precision, innovation, and operational excellence. When managers possess strong technical skills and expertise, they can assign work effectively, implement scalable systems, and make informed decisions that align with business goals. Their ability to analyze data, troubleshoot issues, and leverage tools, documentation, and design principles drives efficiency, quality, and adaptability in a rapidly evolving technological landscape. Moreover, by fostering knowledge sharing, training, and continuous improvement, technically proficient managers build resilient teams and position their organizations for sustained growth and innovation.

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. Designs solutions with scalability and maintainability in mind for long-term use.



32. Leads technical due diligence during vendor selection, acquisitions, or major investments.



33. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



34. Coordinates the technical analysis of operations/performance data.



35. Understands how best to approach complex technical problems that affect coworkers.



Level of Skill

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

Item	n	Avg	LOA	Needs Development	Meets Standards	Definite Strength
				1	2	3
31. Designs solutions with scalability and maintainability in mind for long-term use.	15	2.13	33.3	20%	47%	33%
32. Leads technical due diligence during vendor selection, acquisitions, or major investments.	15	2.13	33.3	20%	47%	33%
33. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.07	33.3	27%	40%	33%
34. Coordinates the technical analysis of operations/performance data.	15	2.13	26.7	13%	60%	27%
35. Understands how best to approach complex technical problems that affect coworkers.	15	1.87	20.0	33%	47%	20%

Comments:

- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Outstanding leader.
- _____ 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.
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- I find him to be a stellar asset to our team at [CompanyName].
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.

Safety

Definition:

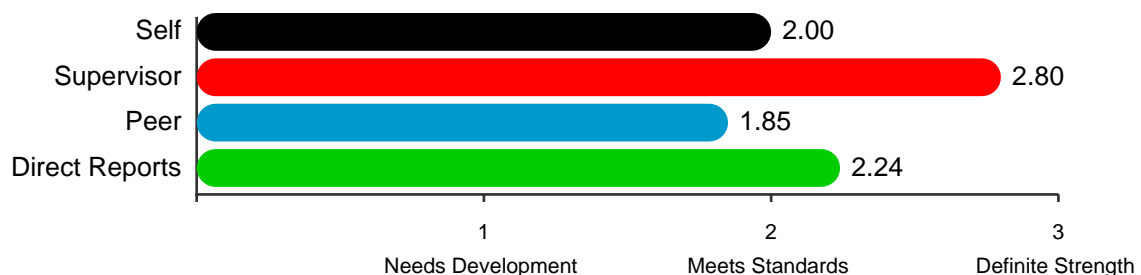
Safety is the integrated practice of leading, developing, and sustaining systems that protect people by aligning roles, processes, and policies with zero injury goals while continuously strengthening programs through thoughtful planning and improvement. It requires actively assessing work practices and environments, conducting inspections and audits, and using data, documentation, and communication to identify risks, ensure compliance, and drive corrective action. Safety also depends on building capability--evaluating training needs, providing instruction, modeling participation, and ensuring employees have the knowledge, equipment, and resources to work safely across all conditions, including hazardous materials and emergency scenarios. Ultimately, Safety is a collaborative, organizationwide commitment to preventing incidents, investigating causes, mitigating hazards, and preparing for recovery so that every employee can work in a safe, healthy, and resilient environment.

Why this is Important:

Safety, defined as a comprehensive system of leadership, development, analysis, auditing, implementation, communication, training, compliance, collaboration, and continuous improvement, is essential because it protects the most valuable asset any organization has--its people. When companies invest in strong safety practices, they reduce injuries, prevent costly incidents, and maintain stable operations, which directly supports productivity, quality, and organizational resilience. A robust safety system also strengthens trust: employees feel supported, leaders demonstrate accountability, and stakeholders gain confidence that the organization manages risk responsibly. Ultimately, prioritizing safety enables companies to operate ethically, sustainably, and competitively, creating a workplace where people can perform at their best and the organization can thrive over the long term.

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. Informs employees of progress toward safety goals.



37. Conducts a job safety analysis of positions in the department.



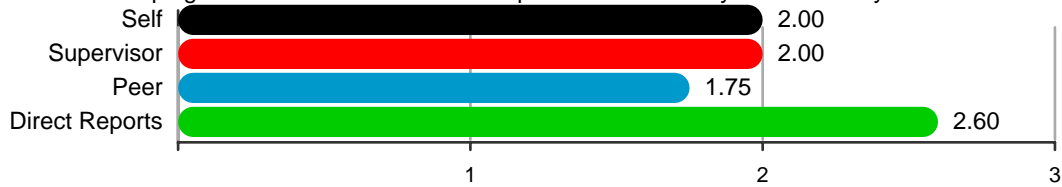
38. Investigates the root causes of safety incidents.



39. Encourages others to work safely.



40. Guides staff in developing the technical skills needed to perform tasks safely and efficiently.



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. Informs employees of progress toward safety goals.	15	1.87	20.0	33%	47%	20%
37. Conducts a job safety analysis of positions in the department.	15	1.93	13.3	20%	67%	13%
38. Investigates the root causes of safety incidents.	15	2.07	33.3	27%	40%	33%
39. Encourages others to work safely.	15	2.33	33.3		67%	33%
40. Guides staff in developing the technical skills needed to perform tasks safely and efficiently.	15	2.07	33.3	27%	40%	33%

Comments:

- I think he is an asset to the department.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- He is a great manager and person to work for/with.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- 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.

Coaching

Definition:

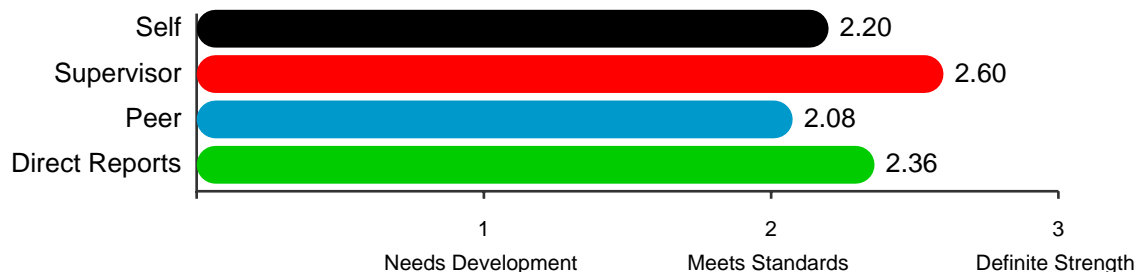
Coaching is an essential leadership skill that enhances performance by fostering dialogue and active listening, asking open-ended questions, challenging assumptions, and tailoring approaches to individual needs. It involves reframing challenges as opportunities, broadening perspectives, providing constructive feedback, empowering employees, and emphasizing future potential. Effective coaching supports growth and development by creating a receptive environment, encouraging introspection and self-reflection, demonstrating empathy, investing time, and driving meaningful impact.

Why this is Important:

Coaching is essential for businesses because it enhances employee performance, fosters innovation, and strengthens engagement by encouraging dialogue, introspection, and tailored guidance. It empowers employees to solve challenges, embrace growth, and align personal goals with organizational objectives, creating a culture of trust and development. By focusing on long-term potential and adaptability, coaching equips businesses to thrive in an evolving landscape while cultivating a motivated and capable workforce.

Summary Scores:

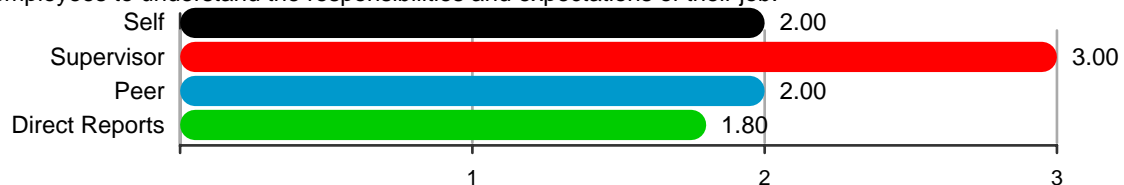
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Helps employees to understand the responsibilities and expectations of their job.



42. Gives constructive feedback without becoming confrontational.



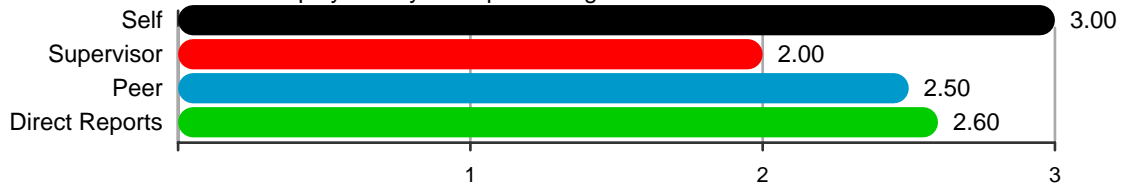
43. Uses coaching to help maximize employee output.



44. Shows employees their areas of strengths.



45. Understands the issues that the employee may be experiencing at work.



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
41. Helps employees to understand the responsibilities and expectations of their job.	15	2.00	26.7	27%	47%	27%
42. Gives constructive feedback without becoming confrontational.	15	2.13	33.3	20%	47%	33%
43. Uses coaching to help maximize employee output.	15	2.20	40.0	20%	40%	40%
44. Shows employees their areas of strengths.	15	2.20	26.7	7%	67%	27%
45. Understands the issues that the employee may be experiencing at work.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- Lean on team to help reduce burden and establish clear expectations.

Negotiation

Definition:

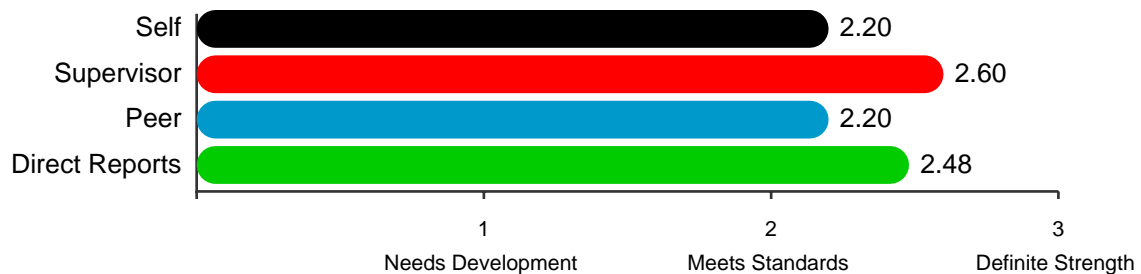
Negotiation Skills are about understanding the positions of each side and using interpersonal skills to be resolute in positions and setting boundaries yet also be flexible and strategic in generating solutions and building consensus. These skills help articulate well prepared and data driven positions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

46. Stays calm and focuses on the core issues to be discussed.



47. Is successful in making a compelling and influential first offer.



48. Is resolute in positions to build trust and predictability.



49. Establishes good working relationships with others.



50. Ensures a thorough understanding of key issues and priorities.



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
46. Stays calm and focuses on the core issues to be discussed.	15	2.27	26.7		73%	27%
47. Is successful in making a compelling and influential first offer.	15	2.13	26.7	13%	60%	27%
48. Is resolute in positions to build trust and predictability.	15	2.40	40.0		60%	40%
49. Establishes good working relationships with others.	15	2.47	46.7		53%	47%
50. Ensures a thorough understanding of key issues and priorities.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

Vision

Definition:

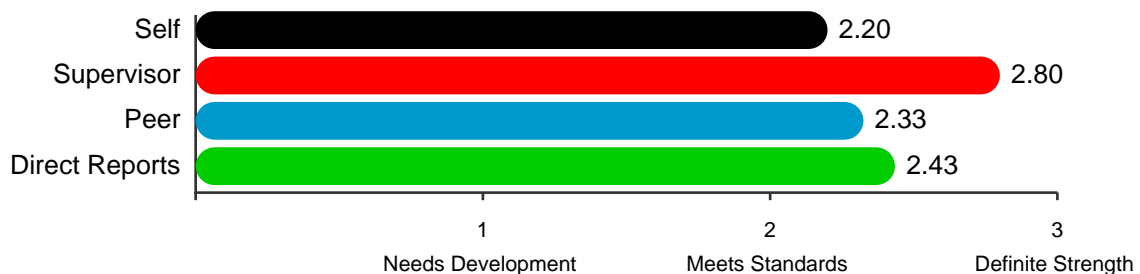
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal 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:

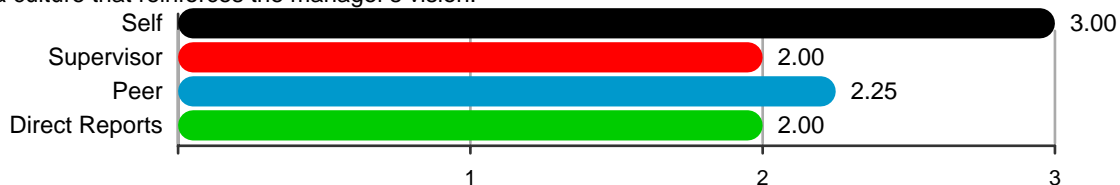
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

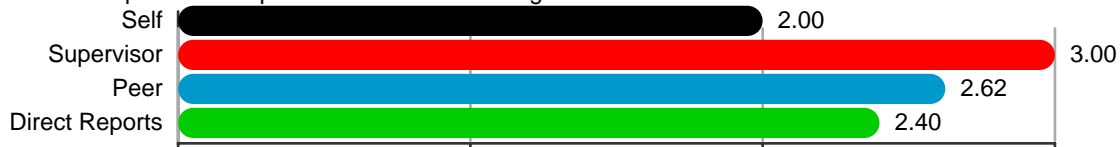
51. Builds a culture that reinforces the manager's vision.



52. Is a positive influence on employees, encouraging them to take the initiative and be proactive in their roles.



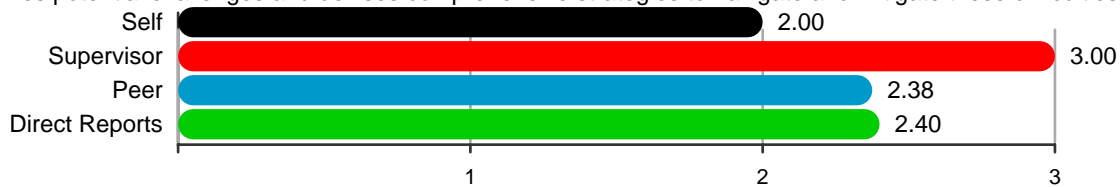
53. Fosters a leadership vision that promotes innovation and growth.



54. Encourages employees to align their goals and decisions with the departmental vision.



55. Recognizes potential challenges and devises comprehensive strategies to navigate and mitigate these difficulties.



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	Meets Standards	Definite Strength
				1	2	3
51. Builds a culture that reinforces the manager's vision.	14	2.21	28.6	7%	64%	29%
52. Is a positive influence on employees, encouraging them to take the initiative and be proactive in their roles.	14	2.29	42.9	14%	43%	43%
53. Fosters a leadership vision that promotes innovation and growth.	15	2.53	53.3		47%	53%
54. Encourages employees to align their goals and decisions with the departmental vision.	15	2.47	46.7		53%	47%
55. Recognizes potential challenges and devises comprehensive strategies to navigate and mitigate these difficulties.	15	2.40	40.0		60%	40%

Comments:

- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- _____ has been very supportive for me in my new role as technical specialist. He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- He is a real advocate for the customers. Excellent department and computer skills
- He has a vast storehouse of knowledge about the facility and our policies.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.