



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

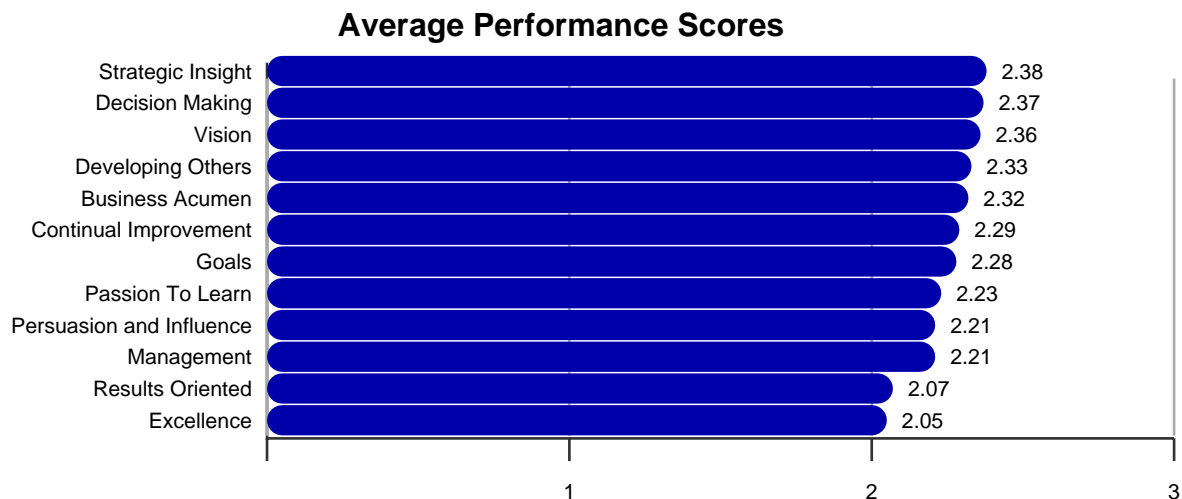
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



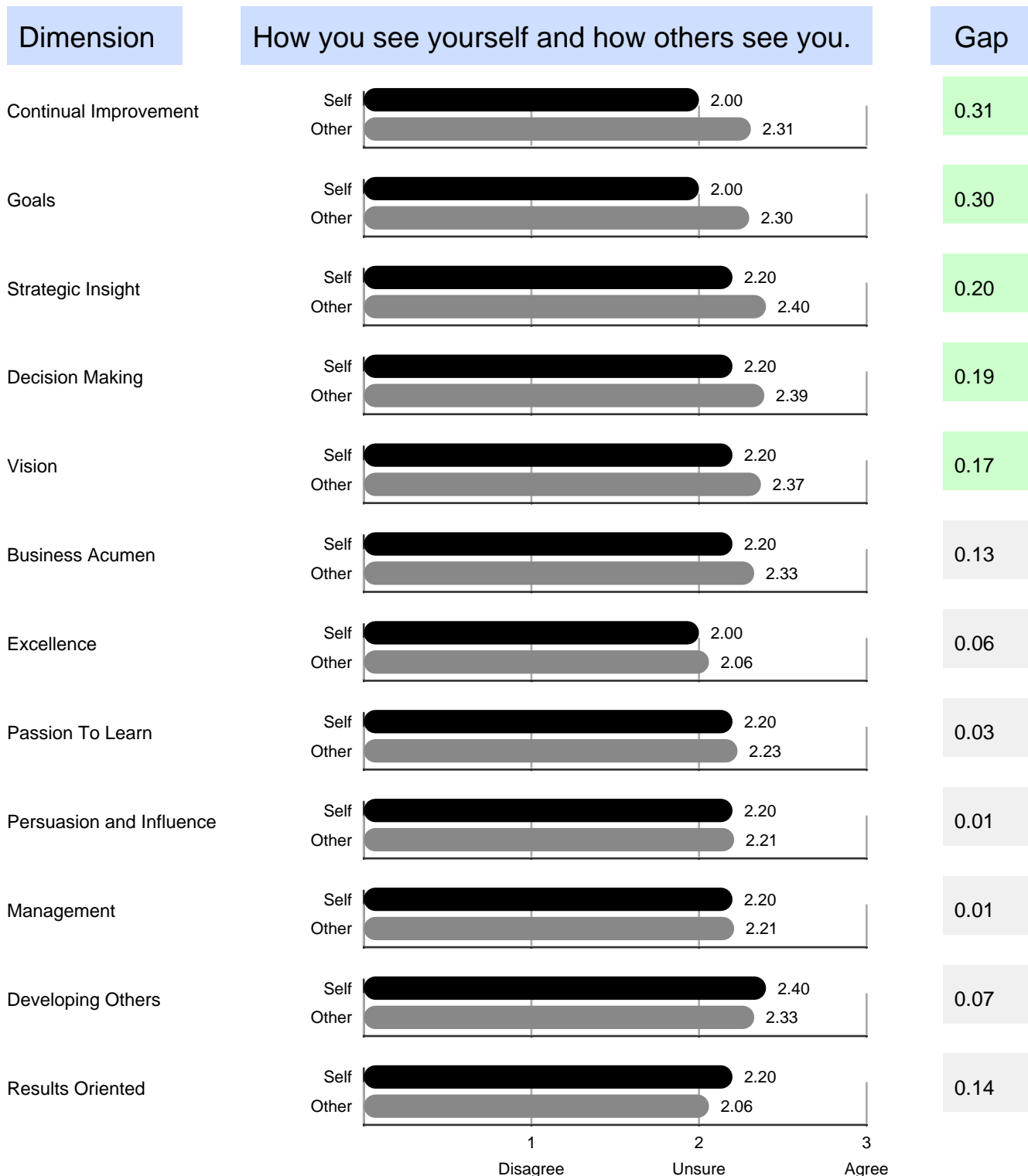
Disagree

Unsure

Agree

# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



# Decision Making

## Definition:

Competence in decision making is the ability to confidently and decisively decide on a course of action after critically analyzing information, parameters and constraints.

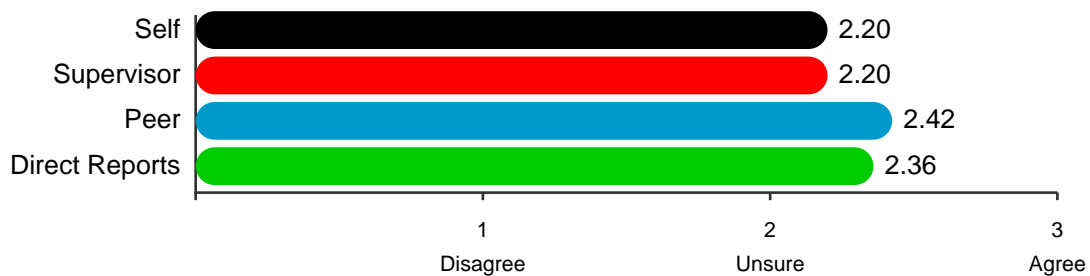
Informed decisions come from gathering information and viewing the choice from different perspectives. High quality decision making requires flexibility and openness as well as a careful evaluation of the costs and benefits.

## Why this is Important:

Decision making is a critical skill that affects every aspect of business operations and directly impacts success or failure. Decision making determines the strategic goals and allocation of resources. Competent decision makers can critically analyze a situation and address problems promptly to prevent them from escalating. In times of crisis, the ability to make quick, informed decisions is essential to mitigate risks and navigate through challenging situations.

## Summary Scores:

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



## Scores on Each Item:

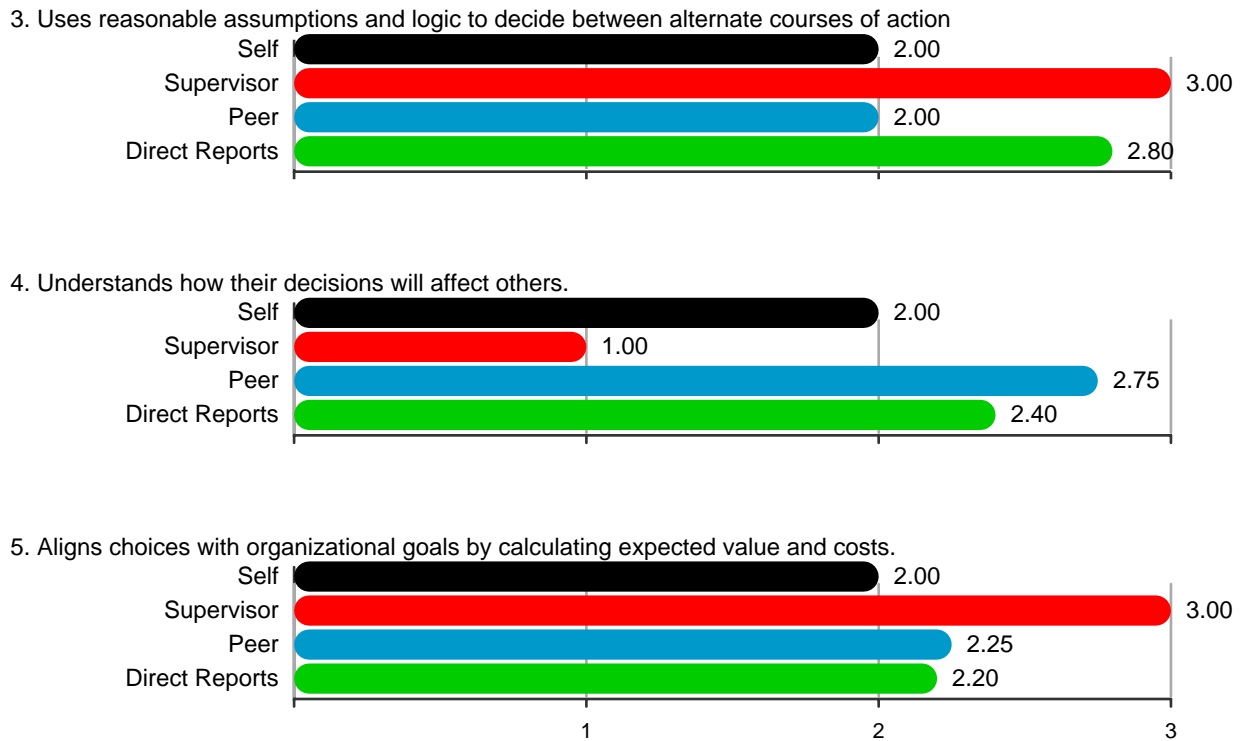
The scores for each of the items in this competency are shown below.

### 1. Recognizes and generates innovative solutions.



### 2. Tracks recurring tendencies (e.g., risk aversion, over-analysis) and works to optimize them.





### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
1. Recognizes and generates innovative solutions.	15	2.27	33.3	7%	60%	33%
2. Tracks recurring tendencies (e.g., risk aversion, over-analysis) and works to optimize them.	15	2.53	73.3	20%	7%	73%
3. Uses reasonable assumptions and logic to decide between alternate courses of action	15	2.33	40.0	7%	53%	40%
4. Understands how their decisions will affect others.	15	2.47	53.3	7%	40%	53%
5. Aligns choices with organizational goals by calculating expected value and costs.	15	2.27	40.0	13%	47%	40%

### Comments:

- Our organization is a better place because of her and her future focus.
- She quickly addresses any challenges that may arise.
- What I like is her standard line what resources do you need from me to make this work?
- Each member feels they are a part of the team and knows their contribution is valued.
- \_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.

# Goals

## Definition:

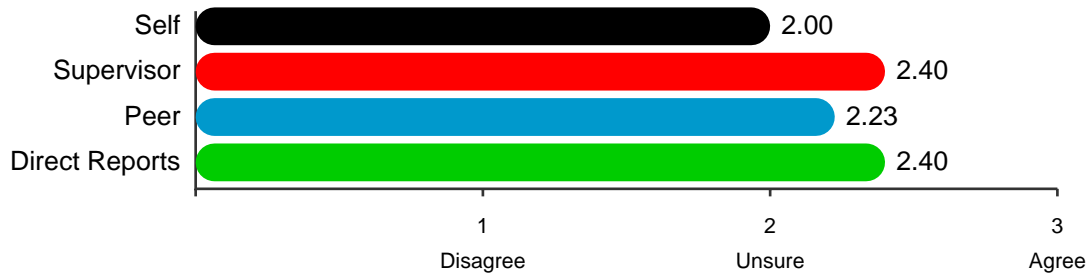
Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress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

### 6. Aids and facilitates attainment of departmental goals.



7. Keeps abreast of current developments pertaining to the job



8. Manages priorities and delegates work to efficiently complete goals.



9. Aids colleagues in achieving their performance metrics.



10. Provides constructive feedback and offers assistance when needed to help the team achieve its goals.



### Level of Skill

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

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
6. Aids and facilitates attainment of departmental goals.	15	2.13	33.3	20%	47%	33%
7. Keeps abreast of current developments pertaining to the job	15	2.07	26.7	20%	53%	27%
8. Manages priorities and delegates work to efficiently complete goals.	15	2.33	40.0	7%	53%	40%
9. Aids colleagues in achieving their performance metrics.	15	2.40	53.3	13%	33%	53%
10. Provides constructive feedback and offers assistance when needed to help the team achieve its goals.	15	2.47	60.0	13%	27%	60%

Comments:

- \_\_\_ is able to multitask in a variety of ways.
- In the area of 'Communication skills' I would like to see \_\_\_ be more direct in her oral delivery.
- She gives you confidence knowing she always has your back.
- just know going through the hiring process with her.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- When \_\_\_ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.

# Passion To Learn

**Definition:**

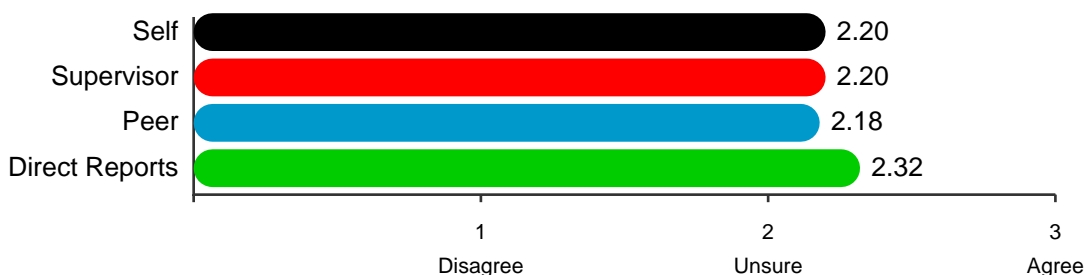
High level of curiosity and committed to their professional development.

**Why this is Important:**

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

**Summary Scores:**

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



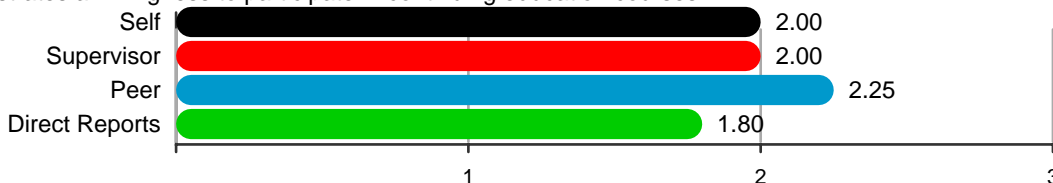
**Scores on Each Item:**

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

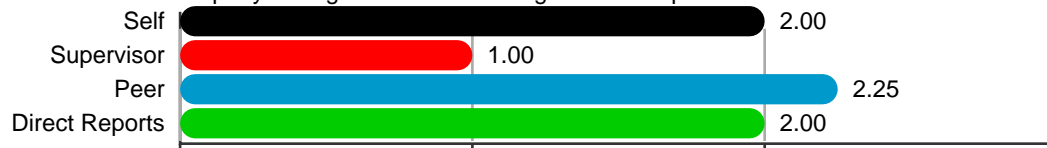
11. Holds self and associates accountable for goal achievement.



12. Demonstrates a willingness to participate in continuing education courses.



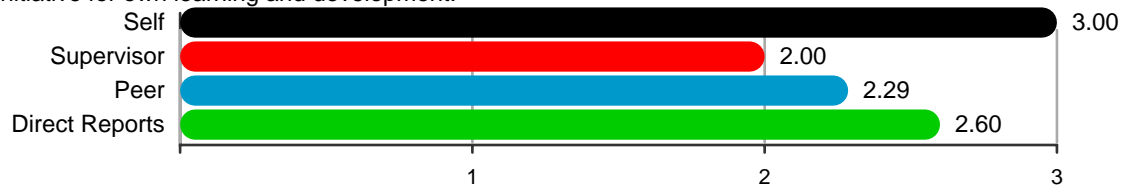
13. Enhances value to the company through additional training and development.



14. Is open minded and curious about learning new skills.



15. Takes initiative for own learning and development.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
11. Holds self and associates accountable for goal achievement.	15	2.33	40.0	7%	53%	40%
12. Demonstrates a willingness to participate in continuing education courses.	15	2.07	20.0	13%	67%	20%
13. Enhances value to the company through additional training and development.	15	2.07	26.7	20%	53%	27%
14. Is open minded and curious about learning new skills.	15	2.27	40.0	13%	47%	40%
15. Takes initiative for own learning and development.	14	2.43	50.0	7%	43%	50%

## Comments:

- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- \_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She always involves others in decisions ensuring a well rounded approach.
- Knowledge, experience, and the will to help when help is needed.
- \_\_\_ provides opportunities for her staff to grow professionally and encourages them.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.

# Continual Improvement

**Definition:**

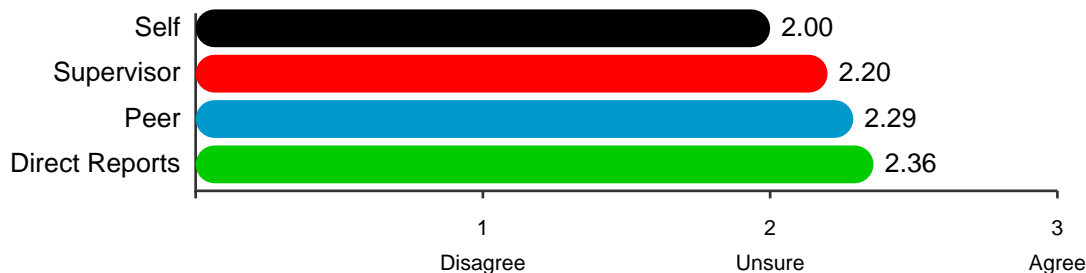
Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

**Why this is Important:**

Using this definition of Continual Improvement, why is this important for organizations and companies?

**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. Fosters a culture of open communication and continuous improvement.



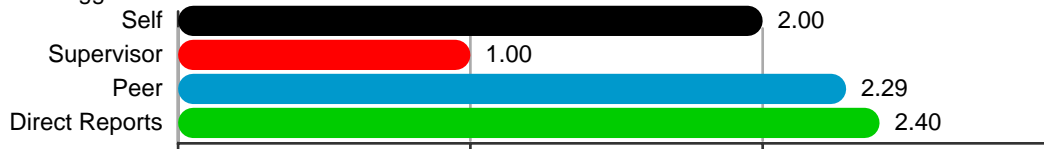
17. Analyzes processes to determine areas for improvement.



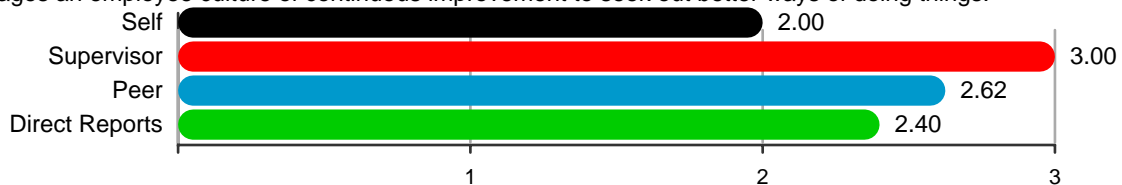
18. Looks for ways to improve work processes and procedures.



19. Open to the suggestions from others.



20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



### Level of Skill

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

Item	n	Avg	LOA	Response Distribution		
				Disagree 1 1	Unsure 2 2	Agree 3 3
16. Fosters a culture of open communication and continuous improvement.	15	2.33	46.7	13%	40%	47%
17. Analyzes processes to determine areas for improvement.	15	2.33	40.0	7%	53%	40%
18. Looks for ways to improve work processes and procedures.	14	2.00	14.3	14%	71%	14%
19. Open to the suggestions from others.	14	2.21	42.9	21%	36%	43%
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- \_\_\_ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- \_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- A great addition to the team.

# Developing Others

**Definition:**

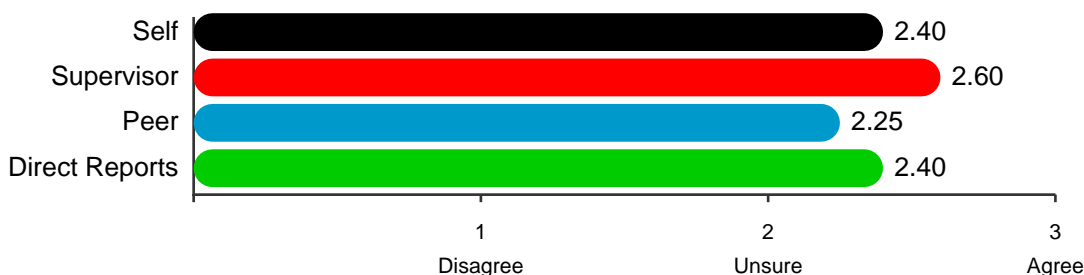
Training and developing members of the team/department.

**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:**

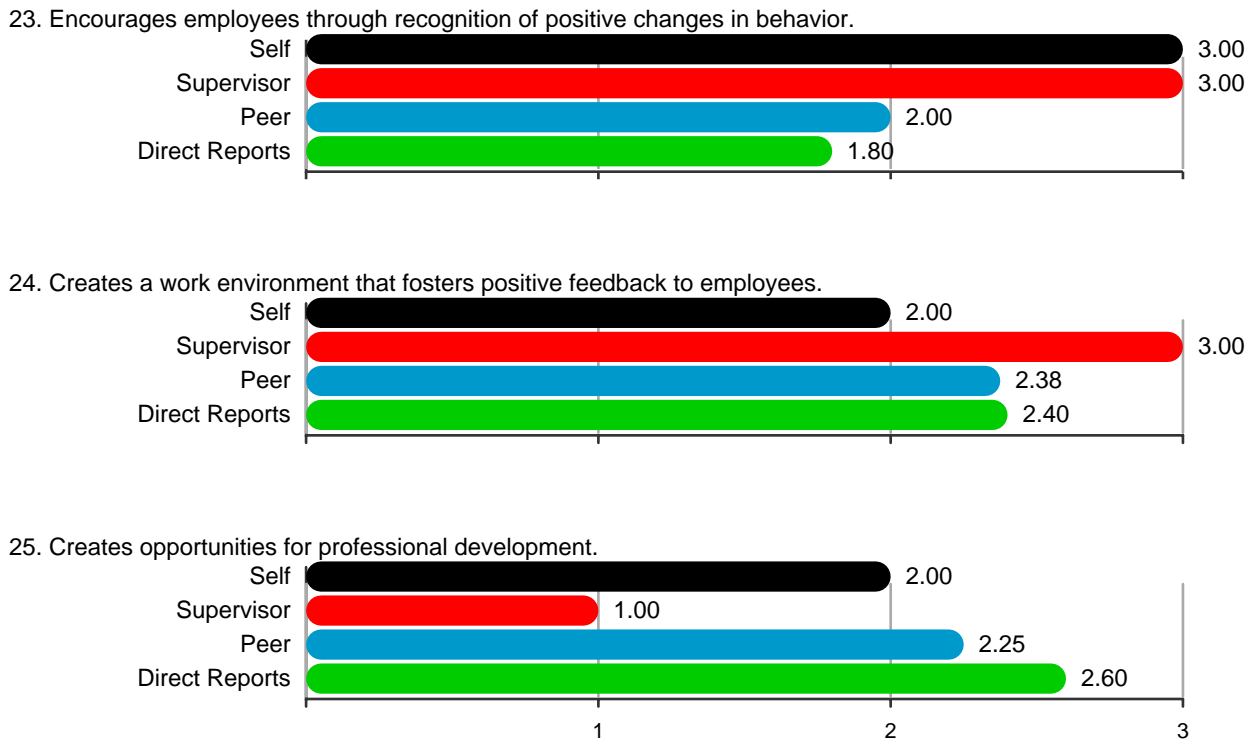
The scores for each of the items in this competency are shown below.

21. Is open to receiving feedback.



22. Sets performance objectives for subordinates that encourages development opportunities.





### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
21. Is open to receiving feedback.	15	2.60	66.7	7%	27%	67%
22. Sets performance objectives for subordinates that encourages development opportunities.	15	2.33	40.0	7%	53%	40%
23. Encourages employees through recognition of positive changes in behavior.	15	2.07	20.0	13%	67%	20%
24. Creates a work environment that fosters positive feedback to employees.	15	2.40	53.3	13%	33%	53%
25. Creates opportunities for professional development.	15	2.27	53.3	27%	20%	53%

### Comments:

- Constantly working on improving the customer experience.
- Management skills progressing well with experience.
- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- \_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.

# Persuasion and Influence

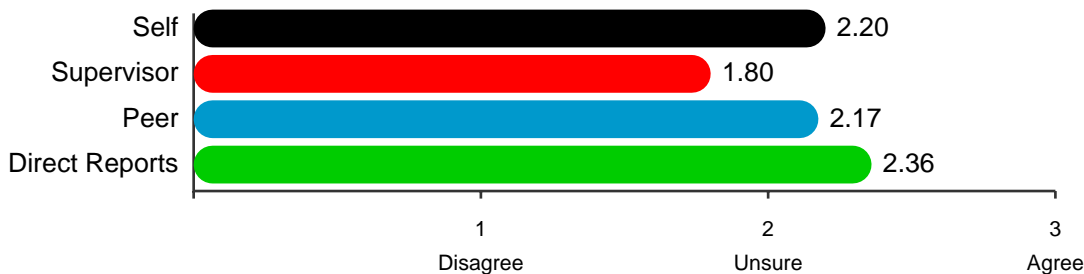
**Definition:**

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

**Why this is Important:**

**Summary Scores:**

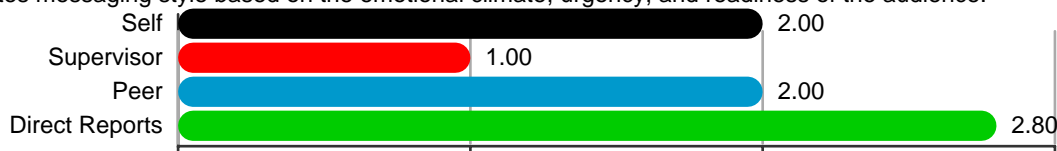
The summary scores shown here are an average of each of the items in this competency.



**Scores on Each Item:**

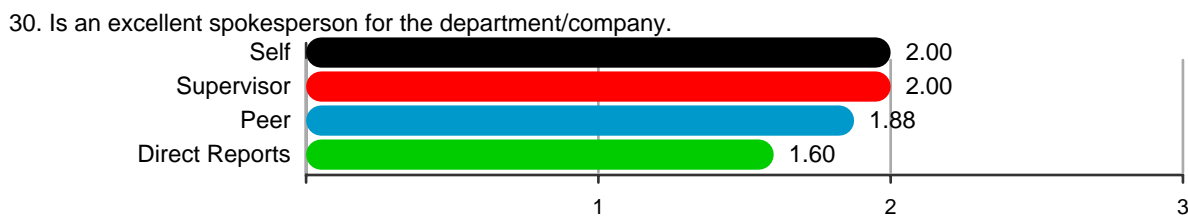
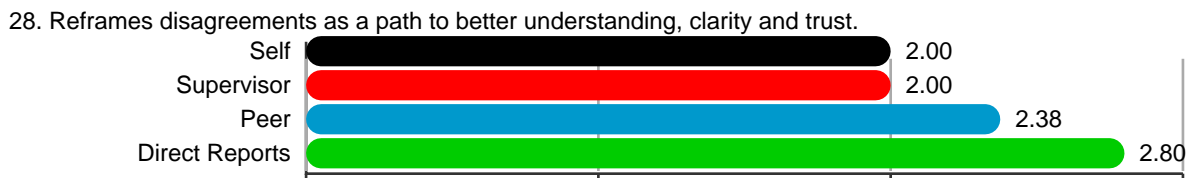
The scores for each of the items in this competency are shown below.

26. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.



27. Creates an environment where employees can explore new ideas and evolve their approach to problem-solving.





### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
26. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.	15	2.20	33.3	13%	53%	33%
27. Creates an environment where employees can explore new ideas and evolve their approach to problem-solving.	15	2.00	26.7	27%	47%	27%
28. Reframes disagreements as a path to better understanding, clarity and trust.	15	2.47	53.3	7%	40%	53%
29. Gets others to adopt new positions or ways of doing things.	15	2.60	60.0	40%	60%	
30. Is an excellent spokesperson for the department/company.	15	1.80	13.3	33%	53%	13%

### Comments:

- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- Provide and solicit more frequent feedback.
- \_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
-

She is very relatable and I believe it helps with the initial contact with the prospects.

# Results Oriented

**Definition:**

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes.

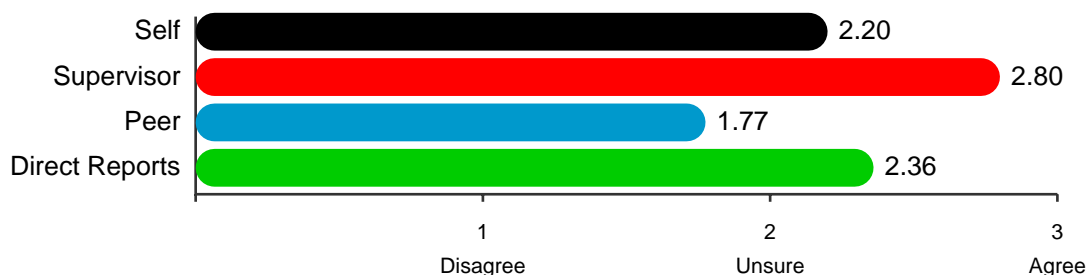
Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

**Why this is Important:**

Results oriented individuals are leaders having impact on the organization setting the standard by which others are measured. Achieving results is a critical function of organizations. Individuals with a results orientation help focus the direction of other employees toward a common goal, create innovative solutions to problems, increase production through efficiencies and improve the department and organization.

**Summary Scores:**

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



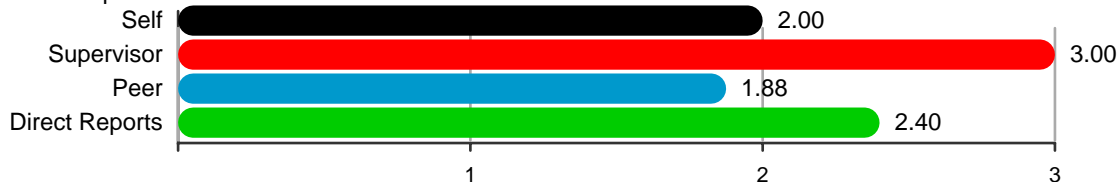
**Scores on Each Item:**

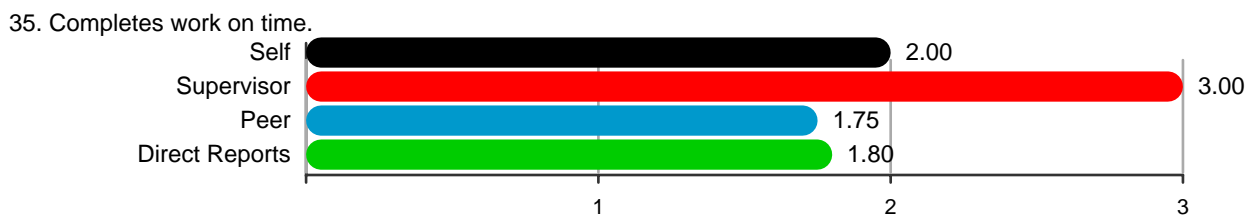
The scores for each of the items in this competency are shown below.

31. Consistently meets deadlines and follows through on commitments, even when tasks require extra effort.



32. Completes all required coursework.





### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
31. Consistently meets deadlines and follows through on commitments, even when tasks require extra effort.	15	2.13	33.3	20%	47%	33%
32. Completes all required coursework.	15	2.13	33.3	20%	47%	33%
33. Sets benchmarks and milestones to measure progress toward the objectives.	15	2.07	33.3	27%	40%	33%
34. Achieves long and short-term goals.	15	2.13	26.7	13%	60%	27%
35. Completes work on time.	15	1.87	20.0	33%	47%	20%

### Comments:

- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- Our department continues to have a very low loss rate.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- She challenges me every day to be my best and I appreciate that.
- She is an excellent Manager!

# Excellence

**Definition:**

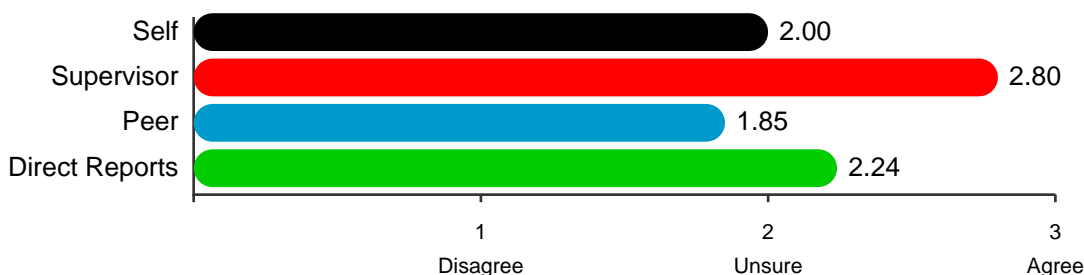
Is excellent in performing their job duties and tasks.

**Why this is Important:**

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

**Summary Scores:**

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



**Scores on Each Item:**

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

**36. Produces high quality work.**



**37. Keeps themselves and others focused on constant improvement.**



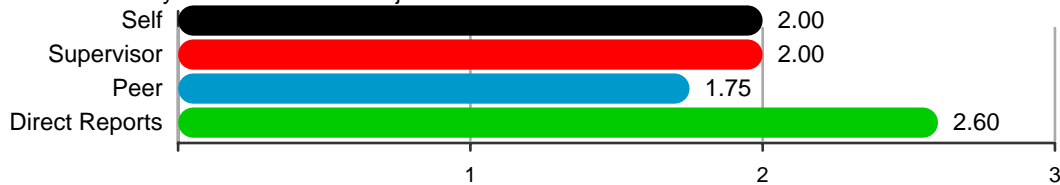
38. Can be counted on to add value wherever they are involved.



39. Demonstrates the functional or technical skills necessary to do their job.



40. Demonstrates the analytical skills to do their job.



### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
36. Produces high quality work.	15	1.87	20.0	33%	47%	20%
37. Keeps themselves and others focused on constant improvement.	15	1.93	13.3	20%	67%	13%
38. Can be counted on to add value wherever they are involved.	15	2.07	33.3	27%	40%	33%
39. Demonstrates the functional or technical skills necessary to do their job.	15	2.33	33.3		67%	33%
40. Demonstrates the analytical skills to do their job.	15	2.07	33.3	27%	40%	33%

### Comments:

- I appreciate \_\_\_'s willingness to share her knowledge with our team.
- She is a team player and willing to help other departments and staff when needed.
- She is a charismatic leader. Really the best!!
- Information is given concisely at meetings, and her explanations of all information is very clear.
- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.

# Management

## Definition:

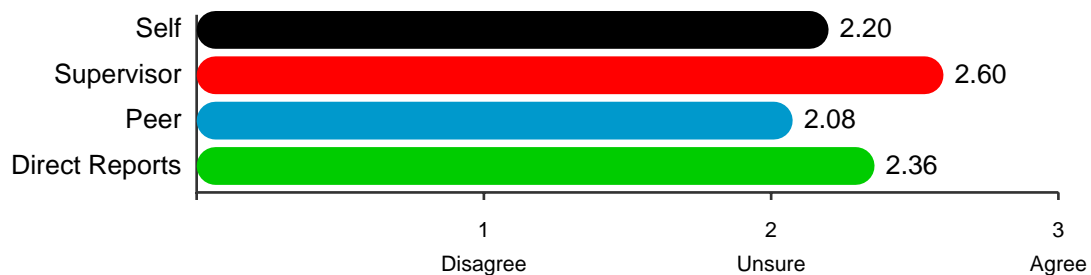
Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

## Why this is Important:

Management is essential to organizations because it transforms strategic intent into coordinated action, ensuring that people, resources, and priorities are aligned toward meaningful goals. Through clear communication, consistent accountability, and timely feedback, managers create clarity, foster trust, and drive performance. By leading through example and empowering others, they cultivate a culture of ownership, innovation, and resilience--where individuals feel supported and motivated to contribute their best. Effective management not only delivers results but also builds the conditions for long-term growth, adaptability, and sustained organizational health.

## Summary Scores:

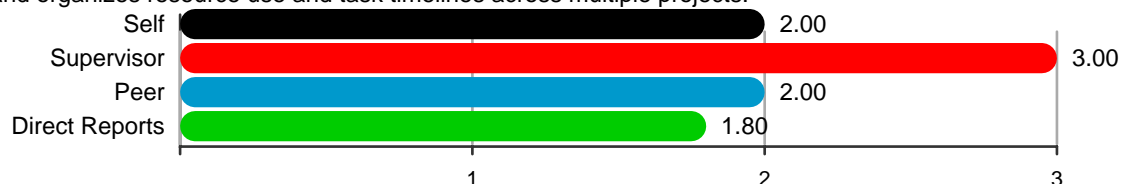
The summary scores shown here are an average of each of the items in this competency.



## Scores on Each Item:

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

41. Plans and organizes resource use and task timelines across multiple projects.



42. Determines the staff needs for the project.



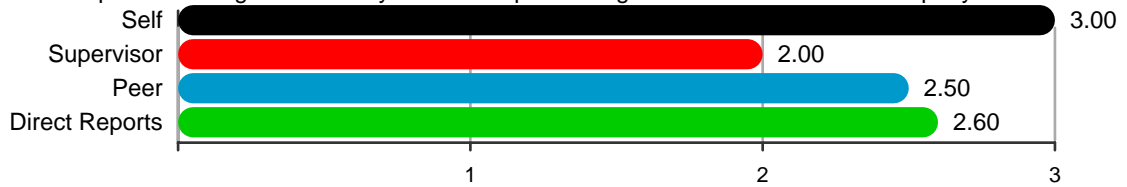
43. Instills a sense of purpose by showing how each role supports the organization's goals.



44. Provides feedback based on observable facts and behaviors--not personal opinions or emotions.



45. Recognizes competitive strengths and analyzes market positioning to further advance the company.



### Level of Skill

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

Item	n	Avg	LOA	Response Percentages		
				Disagree 1 1	Unsure 2 2	Agree 3 3
41. Plans and organizes resource use and task timelines across multiple projects.	15	2.00	26.7	27%	47%	27%
42. Determines the staff needs for the project.	15	2.13	33.3	20%	47%	33%
43. Instills a sense of purpose by showing how each role supports the organization's goals.	15	2.20	40.0	20%	40%	40%
44. Provides feedback based on observable facts and behaviors--not personal opinions or emotions.	15	2.20	26.7	7%	67%	27%
45. Recognizes competitive strengths and analyzes market positioning to further advance the company.	15	2.53	60.0	7%	33%	60%

Comments:

- The work \_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- She is both the manager and the interim director for the service line.
- \_\_\_ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do \_\_\_\_, your the best.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- \_\_\_'s passion is construction. I had the pleasure of working for her 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.

# Business Acumen

## Definition:

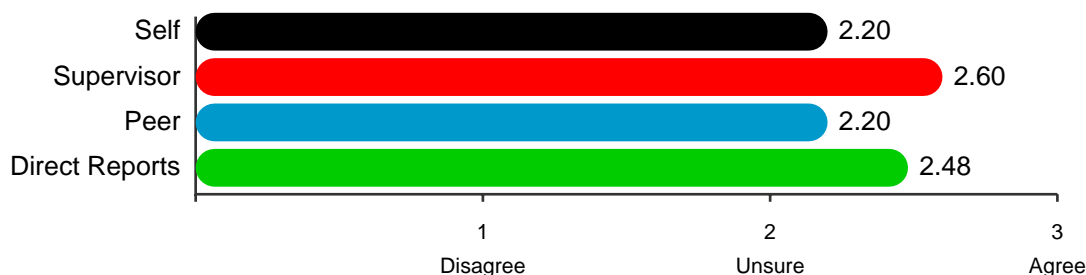
Business Acumen means understanding the business enterprise; gathering business information; thinking strategically; working efficiently; forward thinking; leadership and influence; understanding the mission and vision; sharing information; being impactful; working toward and supporting the customer; having financial literacy; managing risk; analytical; managing change; awareness of the market; and having regulatory knowledge.

## Why this is Important:

Business acumen is a critical skill set for achieving success in business. It encompasses an understanding of how a business operates and the ability to facilitate operations, make strategic decisions, and communicate effectively to drive profitability and growth.

## Summary Scores:

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



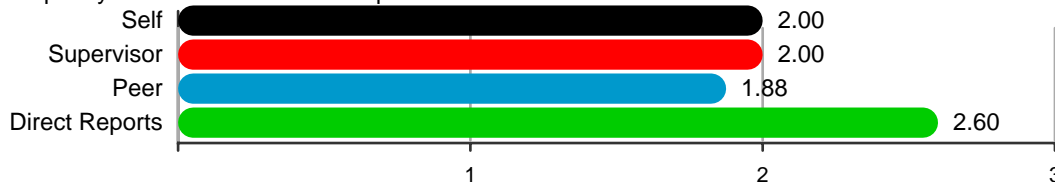
## Scores on Each Item:

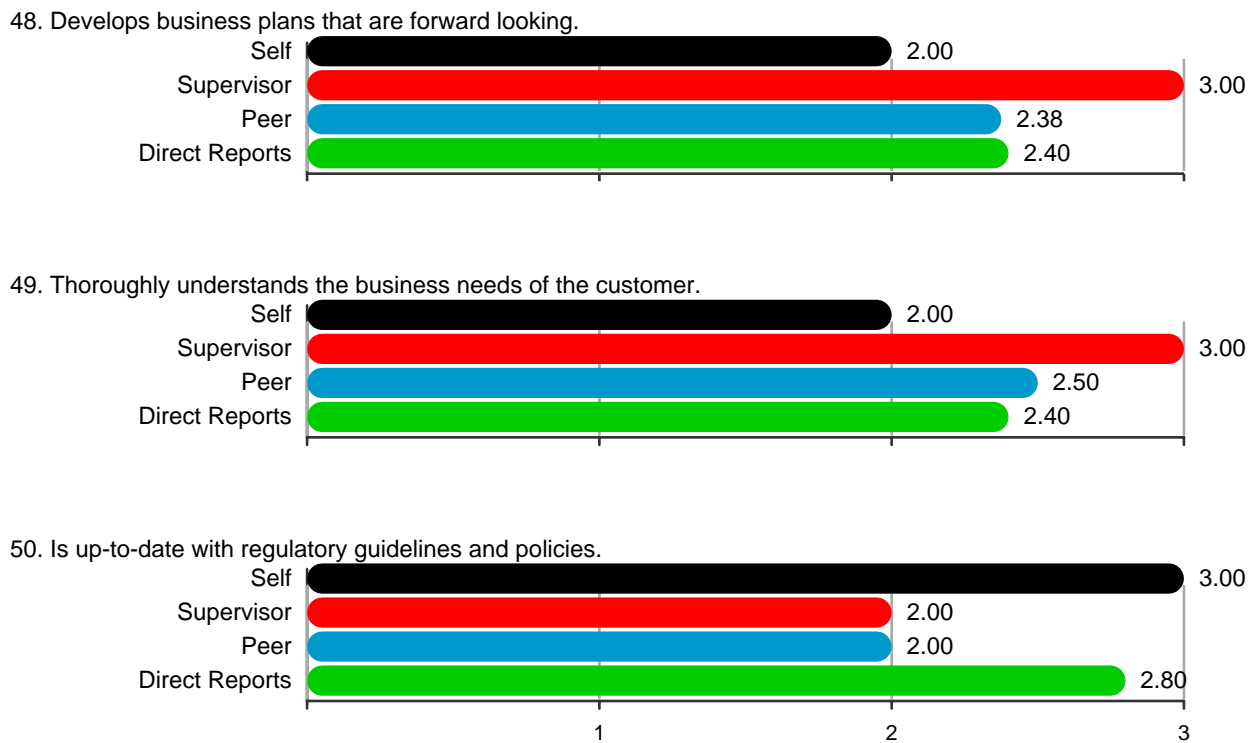
The scores for each of the items in this competency are shown below.

46. Has an understanding of various asset classes and how to interpret balance sheets.



47. Responds quickly to customer business inquiries.





### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
46. Has an understanding of various asset classes and how to interpret balance sheets.	15	2.27	26.7		73%	27%
47. Responds quickly to customer business inquiries.	15	2.13	26.7	13%	60%	27%
48. Develops business plans that are forward looking.	15	2.40	40.0		60%	40%
49. Thoroughly understands the business needs of the customer.	15	2.47	46.7		53%	47%
50. Is up-to-date with regulatory guidelines and policies.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- \_\_\_ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.

# Strategic Insight

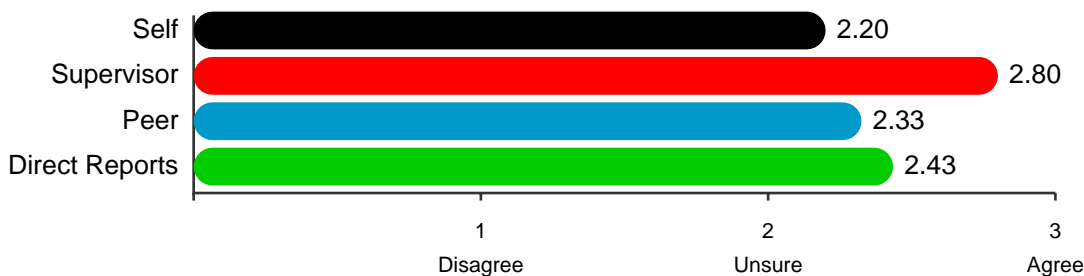
**Definition:**

Strategic Insight is the ability to synthesize observations, data, and interactions into forward-looking decisions that align organizational goals with evolving market and stakeholder needs. It requires a deep understanding of business cycles, customer expectations, and internal dynamics--supported by analytical rigor, clear communication, and collaborative engagement across diverse groups. Managers with strategic insight anticipate challenges, adjust plans responsively, and foster innovation through creative problem solving and informed planning.

**Why this is Important:**

**Summary Scores:**

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



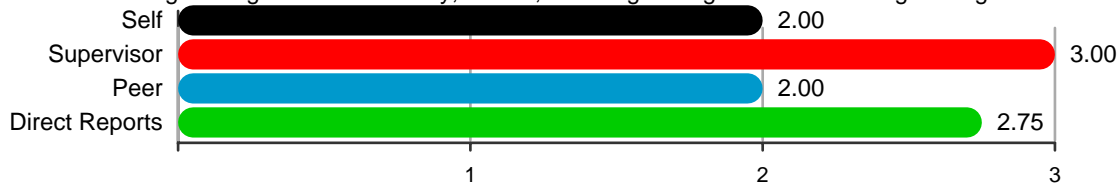
**Scores on Each Item:**

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

51. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.



52. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.



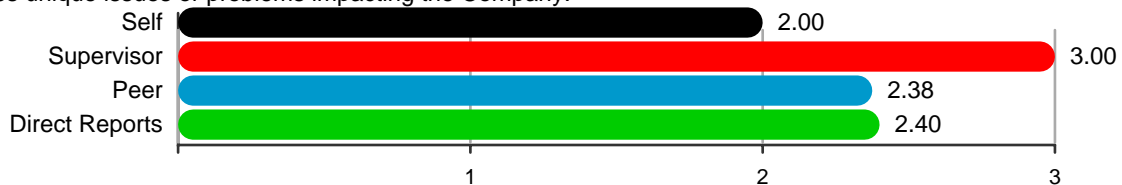
53. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



54. Creates a vision for the organization based on insights gathered from other companies in the industry.



55. Analyzes unique issues or problems impacting the Company.



### Level of Skill

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

Item	n	Avg	LOA	Disagree 1 1	Unsure 2 2	Agree 3 3
51. Identifies emerging trends by monitoring shifts in employee behavior, customer feedback, and market dynamics.	14	2.21	28.6	7%	64%	29%
52. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations.	14	2.29	42.9	14%	43%	43%
53. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.53	53.3		47%	53%
54. Creates a vision for the organization based on insights gathered from other companies in the industry.	15	2.47	46.7		53%	47%
55. Analyzes unique issues or problems impacting the Company.	15	2.40	40.0		60%	40%

### Comments:

- I think she is the kind of manager our department has needed and will continue to need.
- I feel that we would not be such a great place if it wasn't for \_\_\_\_\_. \_\_\_\_\_ is the best!!!!!!
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- She could help teammates by becoming more proficient in some areas.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

# Vision

## Definition:

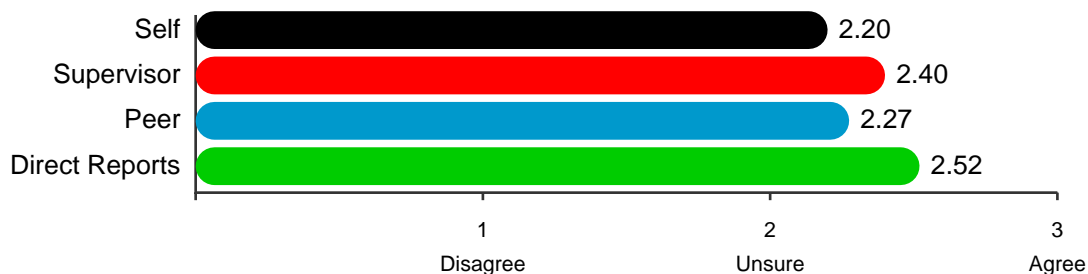
Vision is the ability to craft and communicate a compelling, aspirational direction that aligns people, strategy, and culture toward a shared future. It integrates foresight and problem identification to anticipate challenges, while translating long-term goals into actionable plans through both personal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

56. Analyzes data and industry patterns to forecast opportunities and challenges.



57. Guides employees to prioritize crucial components of the vision.



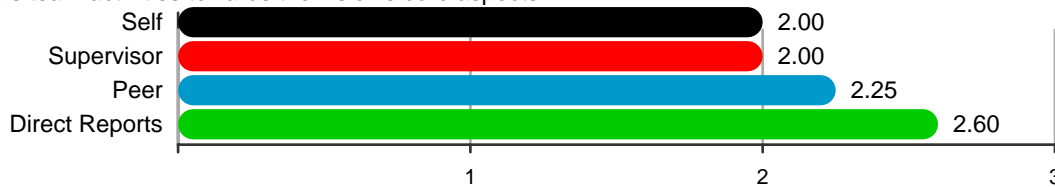
58. Designs a forward-thinking strategy to achieve the department's growth goals.



59. Promotes a vision that inspires individuals to take risks to achieve greater rewards.



60. Channels team activities towards the vision's core aspects.



## Level of Skill

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

Item	n	Avg	LOA	Disagree	Unsure	Agree
				1 1	2 2	3 3
56. Analyzes data and industry patterns to forecast opportunities and challenges.	15	2.53	53.3	47%	53%	
57. Guides employees to prioritize crucial components of the vision.	15	2.33	33.3	67%	33%	
58. Designs a forward-thinking strategy to achieve the department's growth goals.	15	2.33	33.3	67%	33%	
59. Promotes a vision that inspires individuals to take risks to achieve greater rewards.	15	2.27	26.7	73%	27%	
60. Channels team activities towards the vision's core aspects.	15	2.33	33.3	67%	33%	

### Comments:

- She sets her expectations high, and delivers a high level of performance herself.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- \_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- \_\_\_ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- \_\_\_ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- Is very upbeat and quick to contribute to the team.