



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

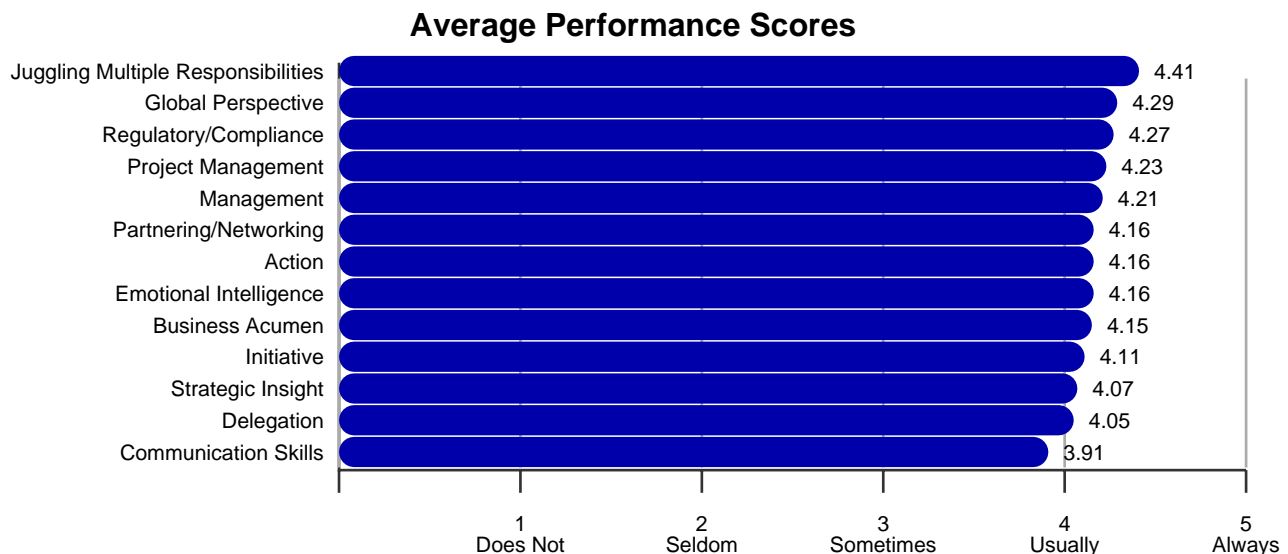
What to Do with Your Feedback

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

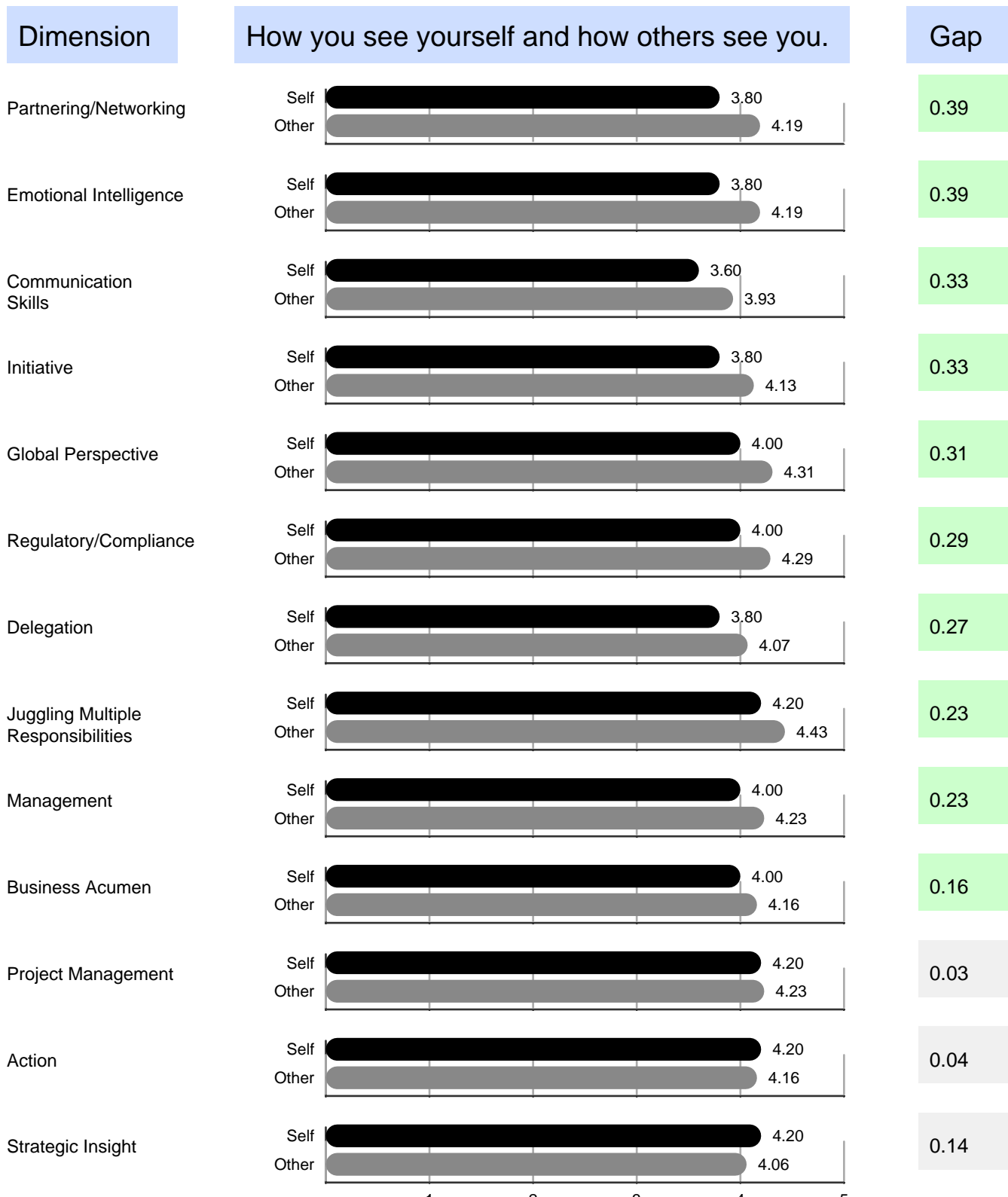
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 13 major dimensions of leadership.

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.



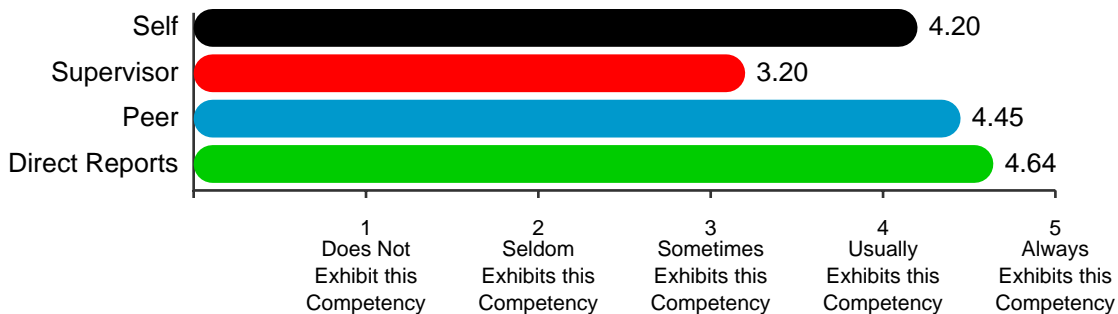
Gap Analysis

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.



Juggling Multiple Responsibilities

Summary Scores



1. Can multitask while performing all of their other responsibilities and activities.



2. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



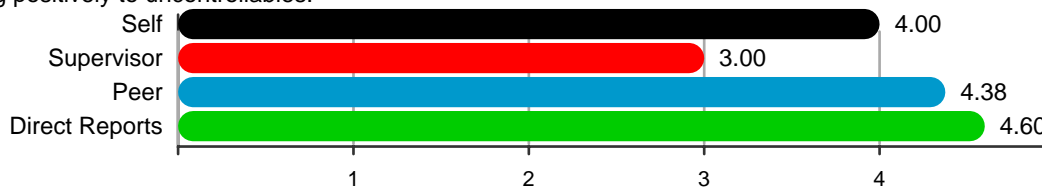
3. Uses a scheduler/planner to keep tasks organized and on time.



4. Keeps track of multiple assignments and deadlines.



5. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

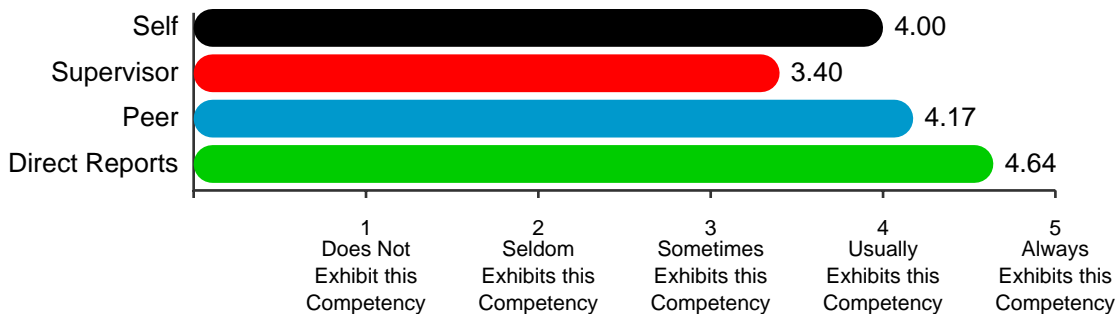
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Can multitask while performing all of their other responsibilities and activities.	15	4.20	93.3	7%		67%		27%
2. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	4.87	100.0	13%		87%		
3. Uses a scheduler/planner to keep tasks organized and on time.	15	4.27	93.3	7%		60%		33%
4. Keeps track of multiple assignments and deadlines.	15	4.40	86.7	13%		33%		53%
5. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollable.	15	4.33	93.3	7%		53%		40%

Comments:

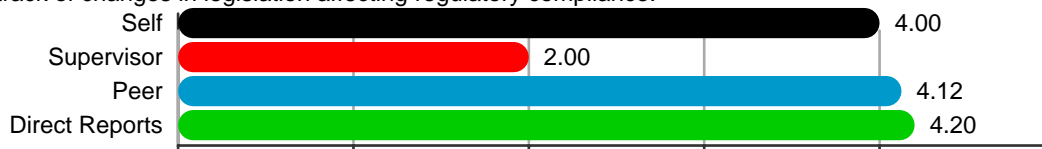
- ___ has great communication skills and is a dependable member of the team.
- I think she is doing really good work and I found that to be one area I could list that might help.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- There are times that the customers interest is overlooked because it is the way we have always done it.

Regulatory/Compliance

Summary Scores



6. Keeps track of changes in legislation affecting regulatory compliance.



7. Implements internal control processes to detect misconduct or patterns of illegal transactions.



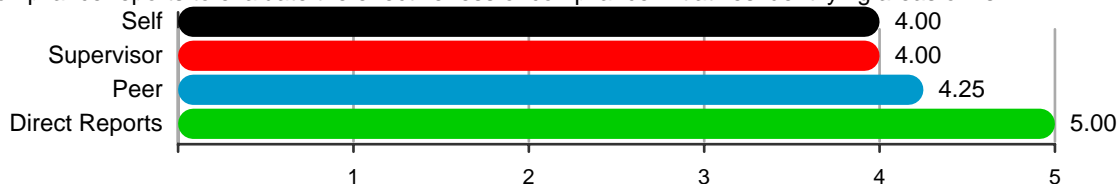
8. Establishes clear communication channels and lines of communication for compliance related issues.



9. Maintains a compliance data recordkeeping system.



10. Uses compliance reports to evaluate the effectiveness of compliance initiatives identifying areas of risk.



Level of Skill

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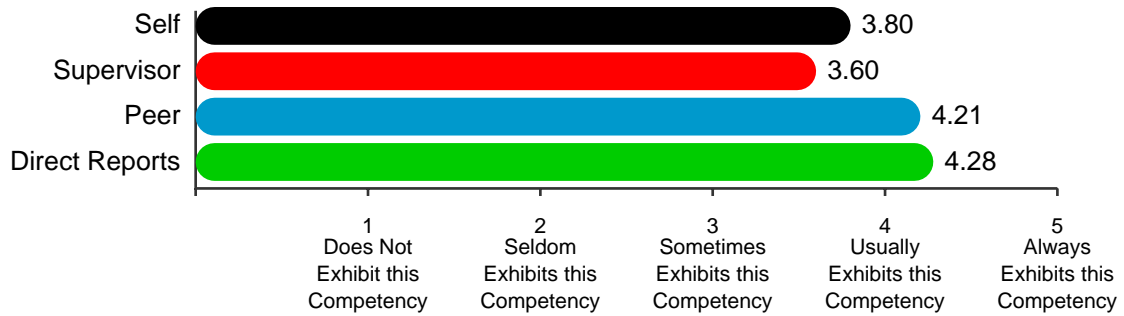
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Keeps track of changes in legislation affecting regulatory compliance.	15	4.00	80.0	7%	13%	53%	27%	
7. Implements internal control processes to detect misconduct or patterns of illegal transactions.	15	4.07	80.0		20%	53%	27%	
8. Establishes clear communication channels and lines of communication for compliance related issues.	15	4.33	93.3	7%	47%		47%	
9. Maintains a compliance data recordkeeping system.	15	4.47	93.3	7%	40%	53%		
10. Uses compliance reports to evaluate the effectiveness of compliance initiatives identifying areas of risk.	15	4.47	93.3	7%	40%	53%		

Comments:

- I so appreciate that ___ is so on top of everything that we do in payroll.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- She is always available to listen, lend a hand, or guide the staff when needed.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

Partnering/Networking

Summary Scores



11. Nurtures partnerships with key individuals in the industry to stay on top of the latest trends and best practices.



12. Develops effective peer to peer working relationships.



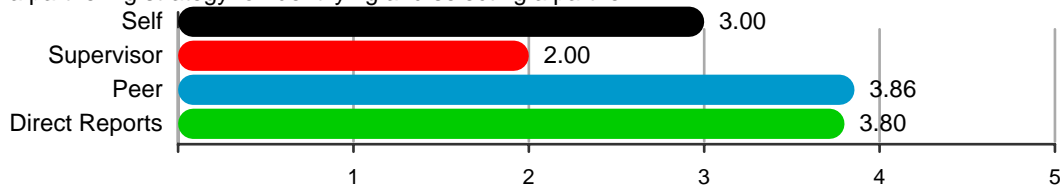
13. Understands the potential implications of the partnership.



14. Reinforces the contacts with other organizations.



15. Defines a partnering strategy for identifying and selecting a partner.



Level of Skill

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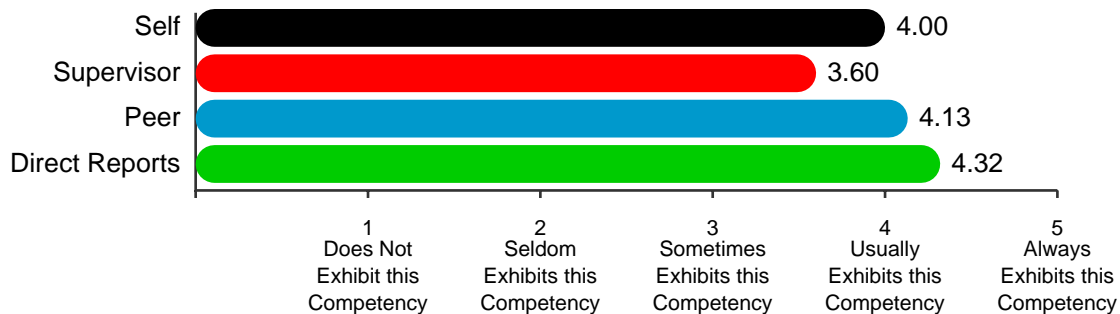
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Nurtures partnerships with key individuals in the industry to stay on top of the latest trends and best practices.	15	4.60	100.0			40%	60%	
12. Develops effective peer to peer working relationships.	15	4.27	100.0			73%		27%
13. Understands the potential implications of the partnership.	15	4.33	100.0			67%		33%
14. Reinforces the contacts with other organizations.	15	3.93	73.3	27%		53%		20%
15. Defines a partnering strategy for identifying and selecting a partner.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.

Business Acumen

Summary Scores



16. Considers impact of actions on other areas of the organization.



17. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



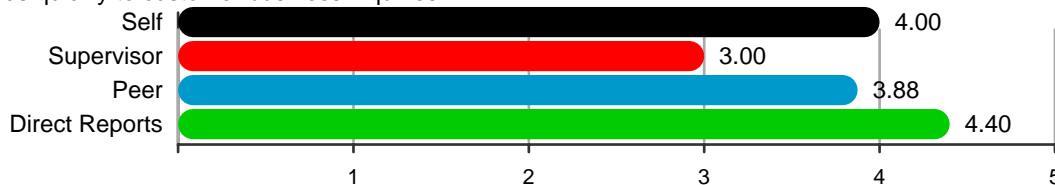
18. Rewards risky ideas that may yield significant benefits to the business.



19. Understands how strategic decisions impact constituents within the Company.



20. Responds quickly to customer business inquiries.



Level of Skill

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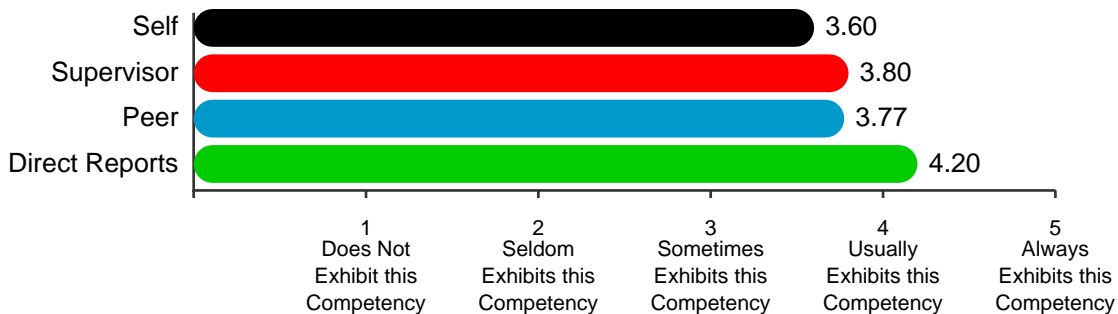
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Considers impact of actions on other areas of the organization.	15	4.33	86.7	13%	40%	47%		
17. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance.	15	4.27	93.3	7%	60%	33%		
18. Rewards risky ideas that may yield significant benefits to the business.	14	4.00	92.9	7%	86%	7%		
19. Understands how strategic decisions impact constituents within the Company.	14	4.14	85.7	7%	7%	50%	36%	
20. Responds quickly to customer business inquiries.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- Provide and solicit more frequent feedback.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

Communication Skills

Summary Scores



21. Confidently communicates across all organizational levels, including external stakeholders.



22. Takes on challenging questions and provides instant answers.



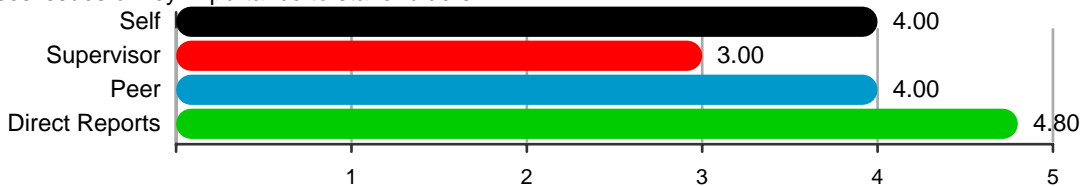
23. Visible and approachable; is there when you need them.



24. Gives clear and convincing presentations.



25. Addresses issues of key importance to stakeholders.



Level of Skill

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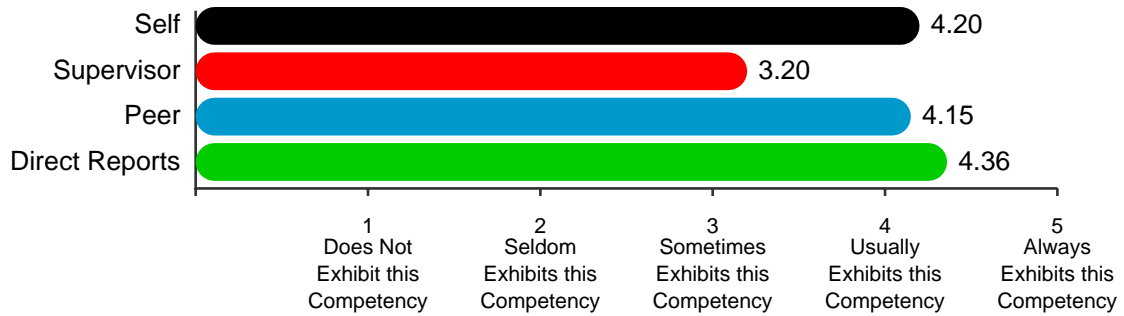
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Confidently communicates across all organizational levels, including external stakeholders.	15	4.00	66.7	13%	20%	20%	47%	
22. Takes on challenging questions and provides instant answers.	15	3.47	53.3	13%	33%		47%	7%
23. Visible and approachable; is there when you need them.	15	3.60	66.7	13%	20%		60%	7%
24. Gives clear and convincing presentations.	15	4.27	86.7	7%	7%	40%	47%	
25. Addresses issues of key importance to stakeholders.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

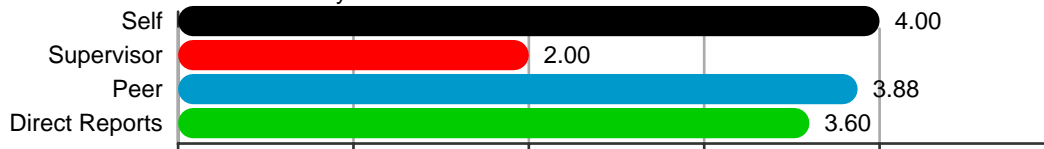
- ___ is a very good leader.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- Great addition to the department!
- She is very relatable and I believe it helps with the initial contact with the prospects.
- Sometimes her decisions aren't thought through from a financial perspective.

Action

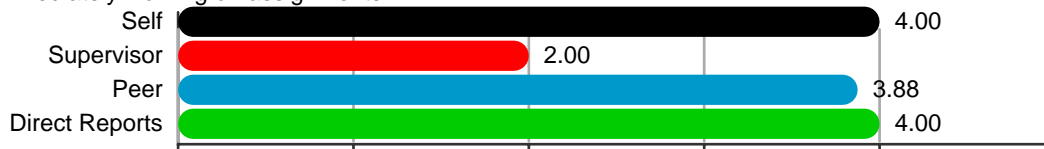
Summary Scores



26. Takes corrective action when necessary.



27. Starts immediately working on assignments.



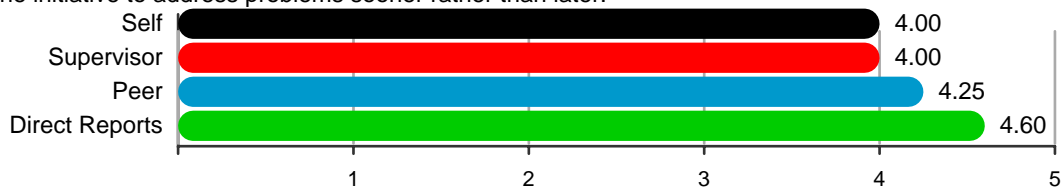
28. Takes preemptive actions avoid obstacles or delays.



29. Takes action to respond to dissatisfied customer.



30. Takes the initiative to address problems sooner rather than later.



Level of Skill

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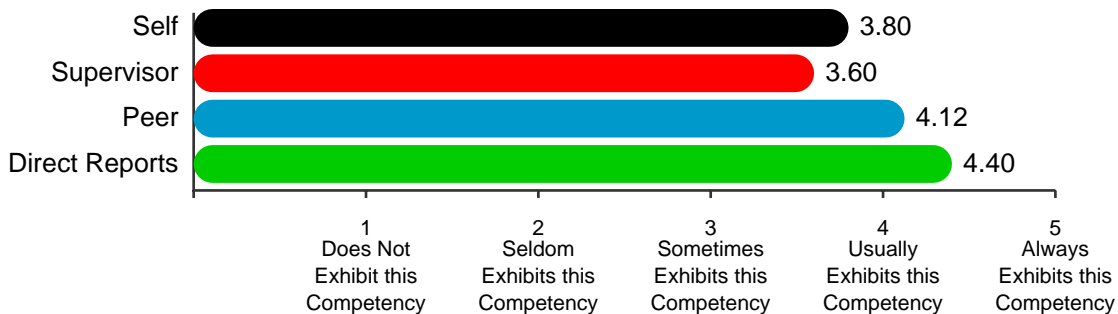
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Takes corrective action when necessary.	15	3.67	66.7	20%	13%	47%	20%	
27. Starts immediately working on assignments.	15	3.80	73.3	20%	7%	47%	27%	
28. Takes preemptive actions avoid obstacles or delays.	15	4.33	86.7	13%	40%	47%		
29. Takes action to respond to dissatisfied customer.	15	4.67	100.0		33%	67%		
30. Takes the initiative to address problems sooner rather than later.	15	4.33	100.0		67%		33%	

Comments:

- ___ works to keep up but a lot of new concepts.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- Always has a positive, cheerful, and strong attitude.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.

Emotional Intelligence

Summary Scores



31. Is able to manage their own emotions.



32. Is able to express themselves clearly.



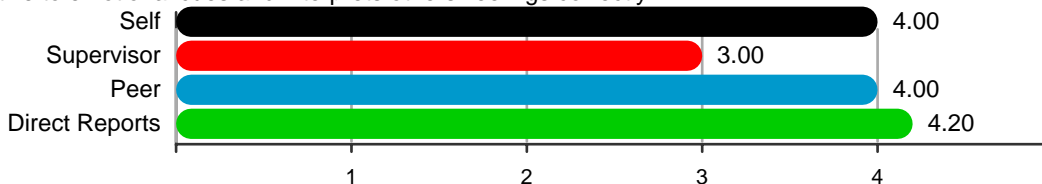
33. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



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



35. Is attentive to emotional cues and interprets others' feelings correctly.



Level of Skill

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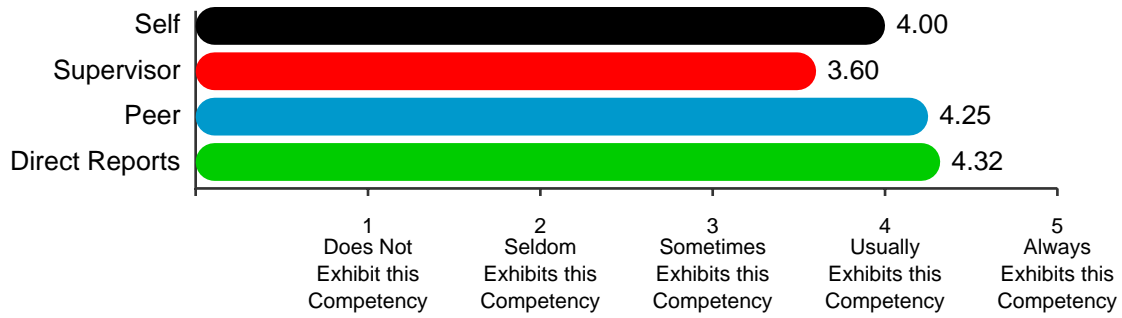
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Is able to manage their own emotions.	15	4.07	80.0	20%		53%		27%
32. Is able to express themselves clearly.	15	4.47	100.0			53%		47%
33. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.13	80.0	20%		47%		33%
34. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.13	86.7	13%		60%		27%
35. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.00	80.0	20%		60%		20%

Comments:

- Always looking for ways to grow as a person. Inspires others to do the same.
- ___ is a very effective leader and a role model for other leaders.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- Demonstrates an ability to remain focused on outcomes.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.

Management

Summary Scores



36. Makes you feel enthusiastic about your work



37. Is ready to offer help



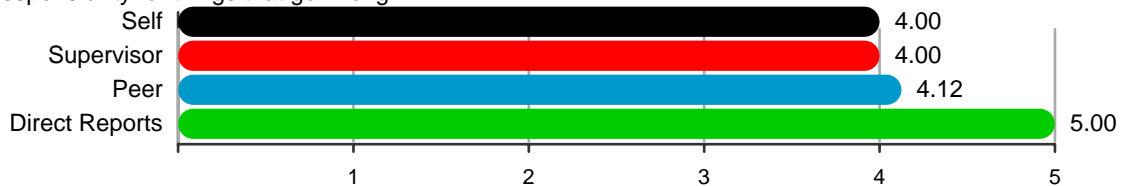
38. Keep staff informed about what is happening in the company



39. Sets an example for others to follow



40. Takes responsibility for things that go wrong



Level of Skill

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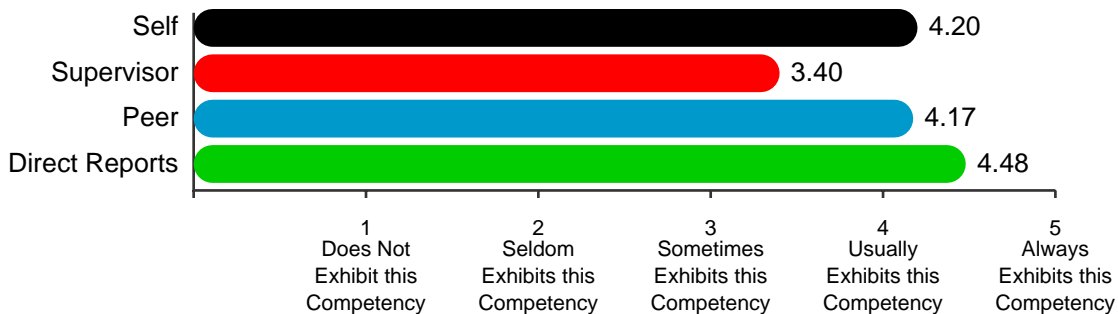
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Makes you feel enthusiastic about your work	15	4.33	100.0			67%	33%	
37. Is ready to offer help	15	3.93	80.0	13%	7%	53%	27%	
38. Keep staff informed about what is happening in the company	15	4.27	86.7		13%	47%	40%	
39. Sets an example for others to follow	15	4.13	86.7		13%	60%	27%	
40. Takes responsibility for things that go wrong	15	4.40	93.3		7%	47%	47%	

Comments:

- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ is a great role model and leader. Others could learn from her style.
- ___ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

Project Management

Summary Scores



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



42. Establishes the sequence of steps needed to complete the project.



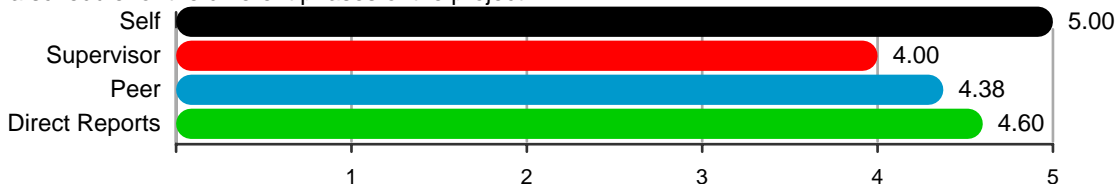
43. Defines the project scope, goals, and resources.



44. Communicates with all employees involved on the project.



45. Creates a schedule for the different phases of the project.



Level of Skill

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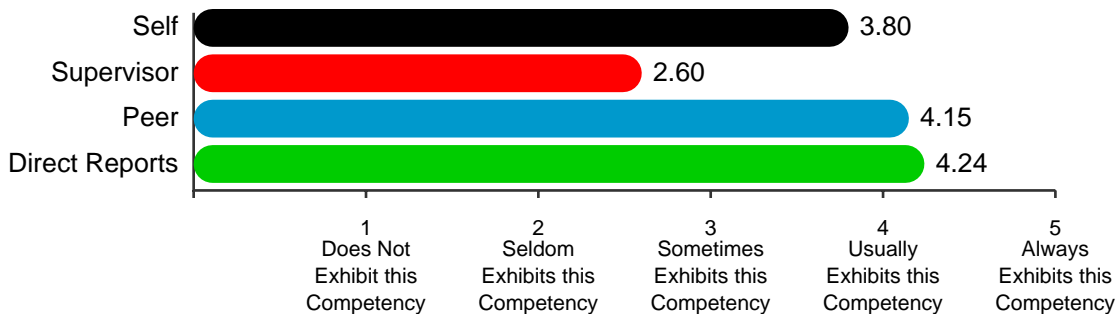
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Coordinates timelines, events and tasks with various sub-groups within the project.	15	4.33	93.3	7%		53%	40%	
42. Establishes the sequence of steps needed to complete the project.	15	4.20	80.0	20%		40%	40%	
43. Defines the project scope, goals, and resources.	15	4.13	86.7	13%		60%	27%	
44. Communicates with all employees involved on the project.	15	4.00	86.7	13%		73%		13%
45. Creates a schedule for the different phases of the project.	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ is very reliable, respectful and ethical in her leadership.
- ___ leads by example.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- She has hired good people, and developed strong relationship's with finance.

Delegation

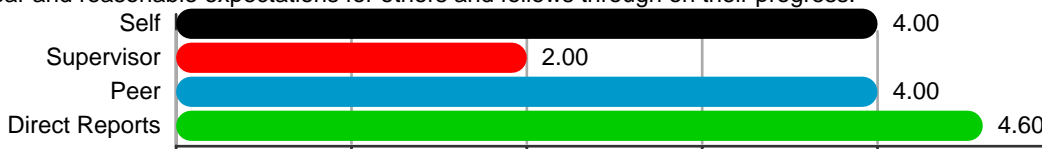
Summary Scores



46. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



47. Sets clear and reasonable expectations for others and follows through on their progress.



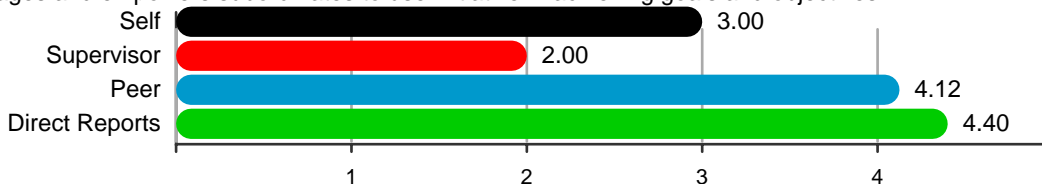
48. Tells subordinates what to do, not how to do it.



49. Assigns tasks to create learning opportunities for the employees.



50. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



Level of Skill

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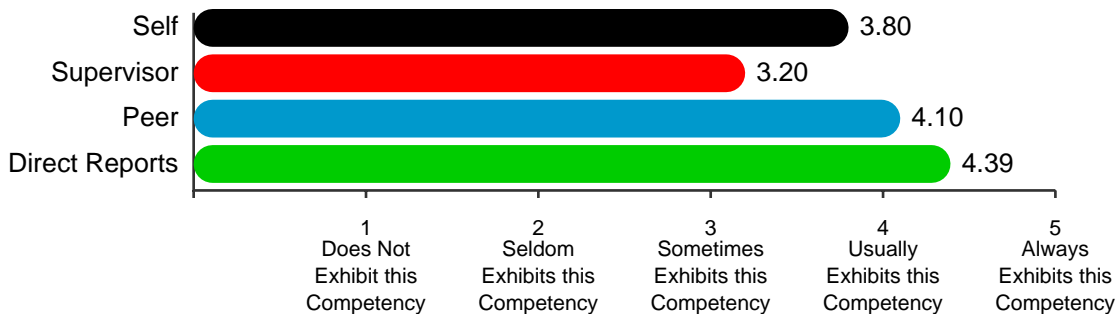
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.87	80.0	7%	13%	67%	13%	
47. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.07	86.7	13%		53%	33%	
48. Tells subordinates what to do, not how to do it.	15	4.13	86.7		13%	60%	27%	
49. Assigns tasks to create learning opportunities for the employees.	15	4.20	86.7	7%	7%	47%	40%	
50. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She is respectful of the people she works with regardless of the level in the organization.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- she continues to make improvements in core competencies.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She 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.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.

Initiative

Summary Scores



51. Is an inspiration for others to perform above expectations.



52. Volunteers time and effort toward the completion of important goals.



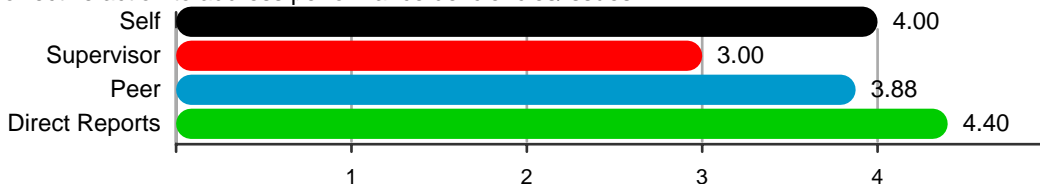
53. Will continue to work on a problem even in the face of obstacles.



54. Immediately informs the HR Department of any personnel complaints or issues.



55. Takes corrective action to address performance deficiencies/issues.



Level of Skill

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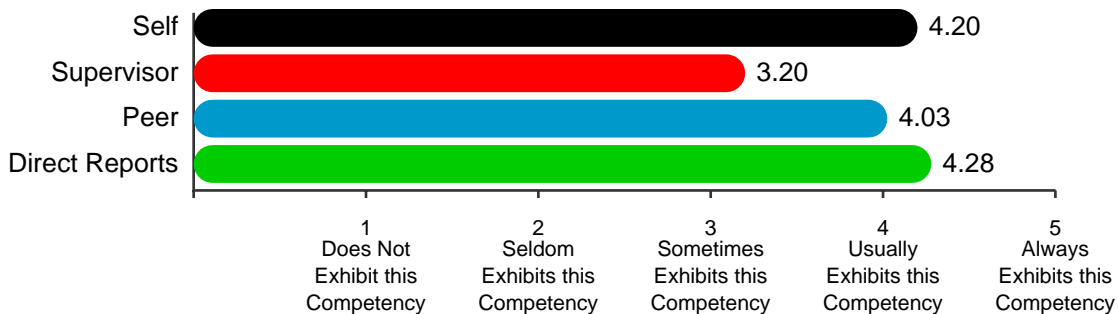
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Is an inspiration for others to perform above expectations.	14	4.14	92.9	7%		71%		21%
52. Volunteers time and effort toward the completion of important goals.	14	4.21	85.7	14%		50%		36%
53. Will continue to work on a problem even in the face of obstacles.	15	4.13	80.0	20%		47%		33%
54. Immediately informs the HR Department of any personnel complaints or issues.	15	4.07	80.0	20%		53%		27%
55. Takes corrective action to address performance deficiencies/issues.	15	4.00	80.0	20%		60%		20%

Comments:

- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- You could check for clarity in expectations more frequently.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Strategic Insight

Summary Scores



56. Works with others to develop insights into the resources and actions required to produce desired results.



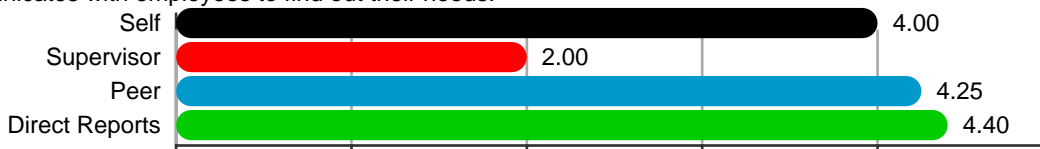
57. Creates a mission statement describing the purpose for the organization.



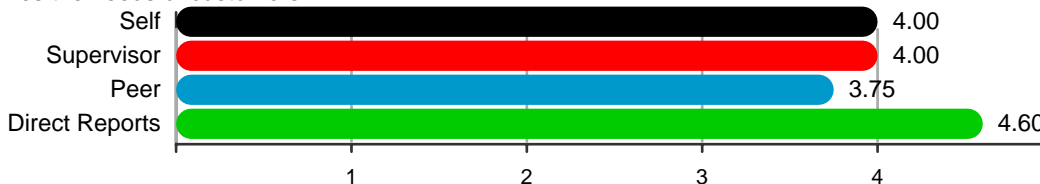
58. Creates a vision for the organization based on insights gathered from other companies in the industry.



59. Communicates with employees to find out their needs.



60. Recognizes the needs of customers.



Level of Skill

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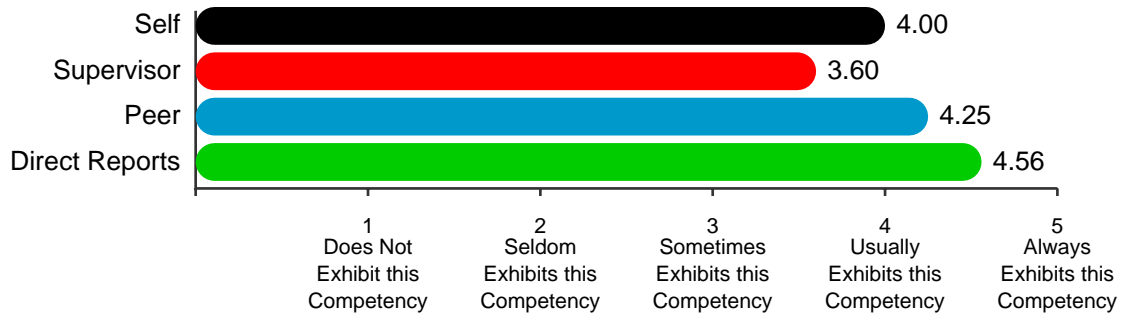
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Works with others to develop insights into the resources and actions required to produce desired results.	15	3.87	66.7		33%		47%	20%
57. Creates a mission statement describing the purpose for the organization.	15	4.07	86.7		13%		67%	20%
58. Creates a vision for the organization based on insights gathered from other companies in the industry.	15	4.20	93.3		7%		67%	27%
59. Communicates with employees to find out their needs.	15	4.13	93.3	7%			67%	27%
60. Recognizes the needs of customers.	15	4.07	86.7	7%	7%		60%	27%

Comments:

- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___ is a valued member of the department.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- Is extremely knowledgable and is always continuing her education to stay up to date.
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.

Global Perspective

Summary Scores



61. Is aware of the culture, behaviors, identities and beliefs of others.



62. Builds working relationships with others across cultures.



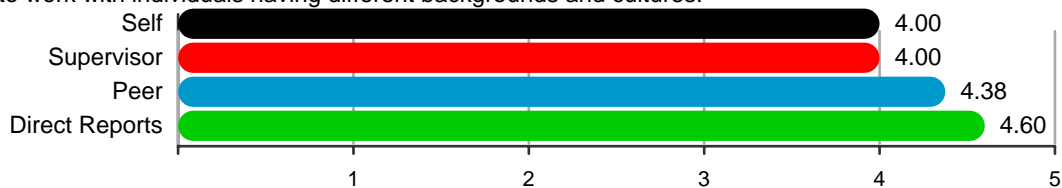
63. Respects individual differences.



64. Sets the example for team on importance of cultural awareness.



65. Is able to work with individuals having different backgrounds and cultures.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
61. Is aware of the culture, behaviors, identities and beliefs of others.	15	4.20	86.7	7%	7%	47%	40%	
62. Builds working relationships with others across cultures.	15	4.20	86.7	13%		53%	33%	
63. Respects individual differences.	15	4.20	86.7	13%		53%	33%	
64. Sets the example for team on importance of cultural awareness.	15	4.47	93.3	7%	40%		53%	
65. Is able to work with individuals having different backgrounds and cultures.	15	4.40	100.0		60%		40%	

Comments:

- Confidence, Attitude, Desire to learn.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- As mentioned above, good collaboration.
- She values our feedback and takes our recommendations seriously.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- I appreciate ___'s willingness to share her knowledge with our 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.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.

What do you like best about working with this individual?

- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- She correctly sets limits, and expectations of her managers.
- She sometimes comes off as confused about organizational/operational direction.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- She also has always been thankful for any help that I have given her.

What do you like least about working with this individual?

- She couldn't be more engaged if she tried.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- Our organization is a better place because of her and her future focus.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- I envy her versatility in working with a wide variety of issues and topics.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

What do you see as this person's most important leadership-related strengths?

- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. Her support during this transition was extremely helpful to me.
- Her quality of work is good.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Need to take in all opinions, not just those of employees who are not always truthful....
- The department is lucky to have her.

What do you see as this person's most important leadership-related areas for improvement?

- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- Provide regular updates on the progress of work/tasks/projects.
- ___ treats all employees with respect and in a very professional manner.
- She's a very hard worker and always helping out when needed.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.

Any final comments?

- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ is a strong advocate for both the customer and staff.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.