



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.

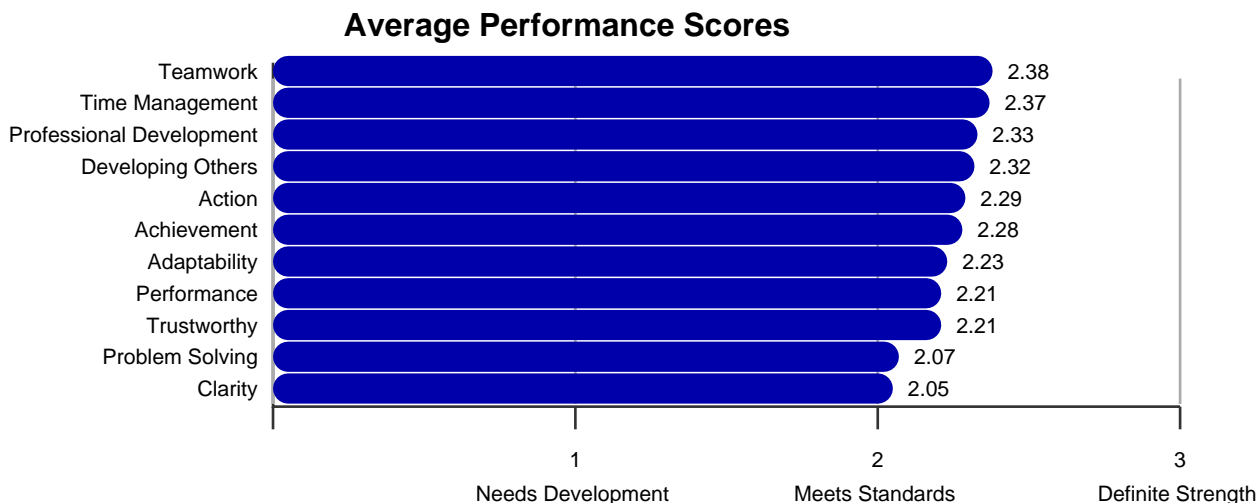
What to Do with Your Feedback

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 11 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.



Time Management

Definition:

Effective time management means using time wisely, working on tasks that have the maximum value, tackling issues immediately and achieving a high level of productivity.

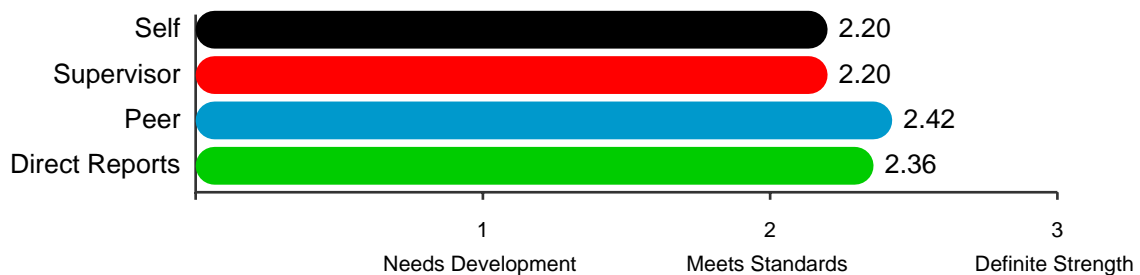
Time management means being prompt, working at a fast pace, displaying a bias for action and keeping close track of time.

Why this is Important:

Effective time management is crucial for productivity and achieving goals.

Summary Scores:

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



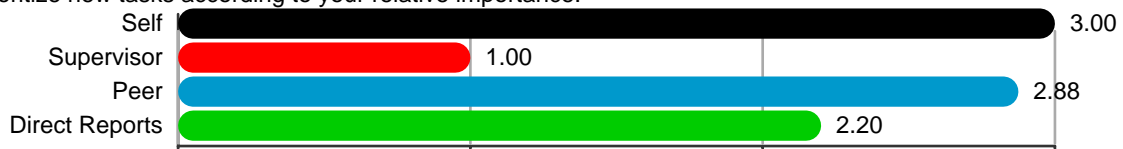
Scores on Each Item:

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

1. I initially focus on high priority items.



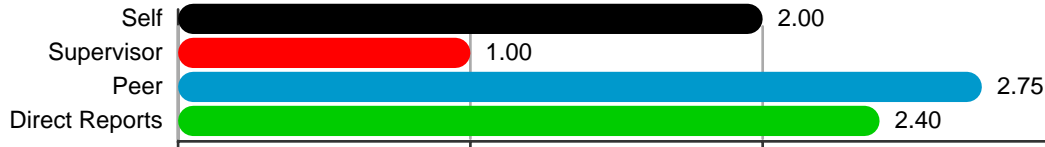
2. You prioritize new tasks according to your relative importance.



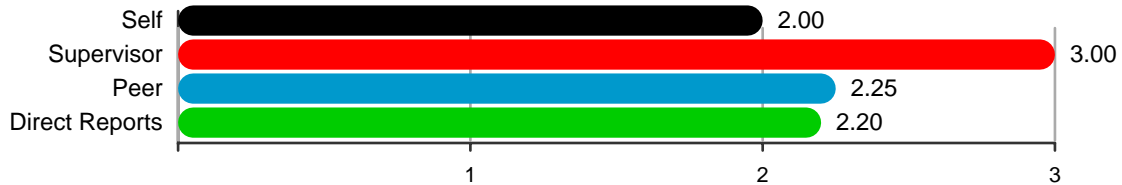
3. I consistently meet production deadlines.



4. You achieve more work within the limited time constraints.



5. You make the most of limited time available.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. I initially focus on high priority items.	15	2.27	33.3	7%	60%	33%
2. You prioritize new tasks according to your relative importance.	15	2.53	73.3	20%	7%	73%
3. I consistently meet production deadlines.	15	2.33	40.0	7%	53%	40%
4. You achieve more work within the limited time constraints.	15	2.47	53.3	7%	40%	53%
5. You make the most of limited time available.	15	2.27	40.0	13%	47%	40%

Comments:

- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- It's been a pleasure to work for her.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- I work with ___ regularly and see her interactions with other leaders frequently.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.

Achievement

Definition:

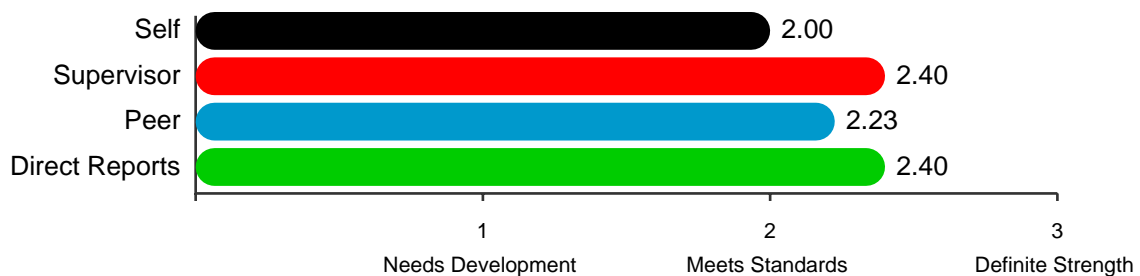
A consistent drive to set and attain challenging goals, a strong desire to improve performance, and a commitment to excellence. Individuals with high achievement orientation are often self-motivated, disciplined, and persistent. They seek out feedback, are adaptable, and have a strong work ethic; always striving to do better.

Why this is Important:

Having an Achievement orientation focuses you on efficiently completing important work supporting the organization. This is achieved through setting challenging goals, measuring and tracking performance, taking calculated risks, learning new skills, and being motivated to complete a high volume of work.

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. You take calculated risks to achieve higher levels of performance.



7. You complete work to given time frame and to budget



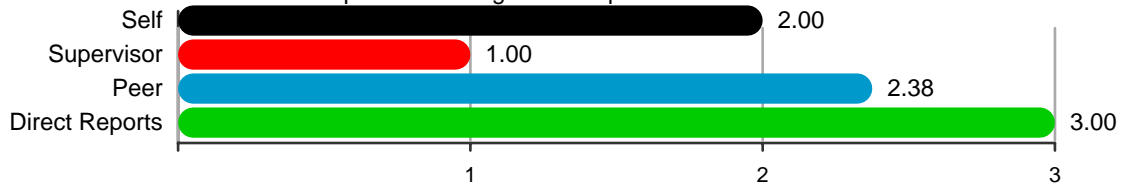
8. You successfully complete the orientation training program.



9. You use established goals and performance measures to keep track of performance.



10. You make use of talents of others to help achieve a high level of performance.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You take calculated risks to achieve higher levels of performance.	15	2.13	33.3	20%	47%	33%
7. You complete work to given time frame and to budget	15	2.07	26.7	20%	53%	27%
8. You successfully complete the orientation training program.	15	2.33	40.0	7%	53%	40%
9. You use established goals and performance measures to keep track of performance.	15	2.40	53.3	13%	33%	53%
10. You make use of talents of others to help achieve a high level of performance.	15	2.47	60.0	13%	27%	60%

Comments:

- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- ___ is a pleasure to work with.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She is well respected by her peers and it is clear to see why.
- ___ has done a wonderful job in supporting her team and making herself available.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.

Adaptability

Definition:

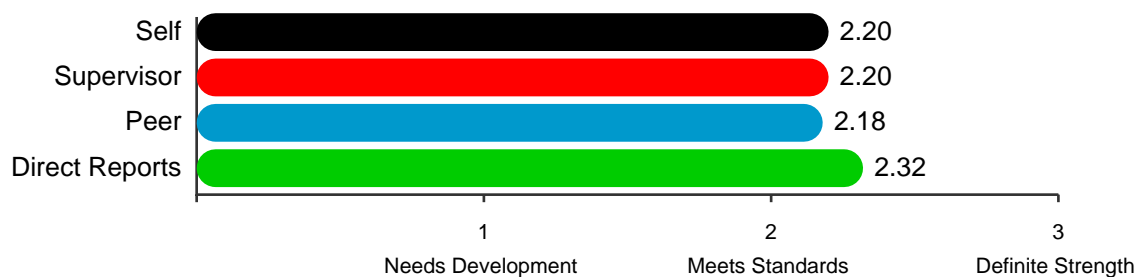
Adaptability is the ability to work in a dynamic environment, accommodating changes in procedures/priorities/staffing, flexible to change, and is responsive to the needs or others or needs of the situation. To be able to adapt to changes, you need to analyze the situation, be willing to adapt as needed.

Why this is Important:

Adaptability allows work to continue even if the situation changes beyond what was originally planned or trained.

Summary Scores:

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



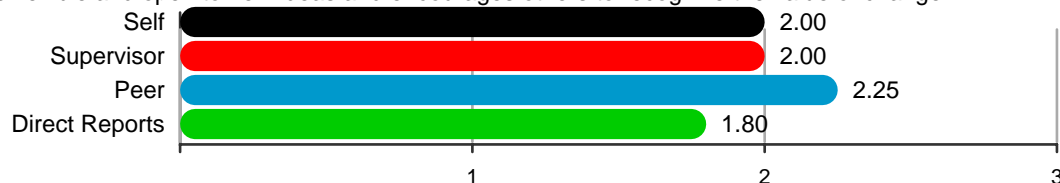
Scores on Each Item:

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

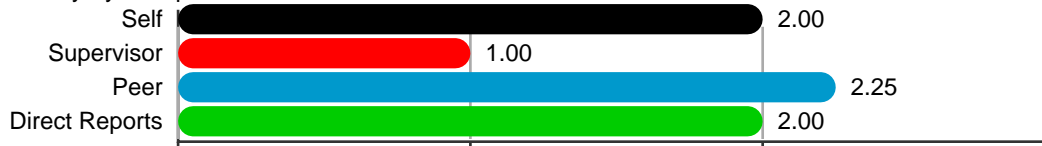
11. You recognize and implement changes to enhance efficiency and effectiveness.



12. You are flexible and open to new ideas and encourages others to recognize the value of change.



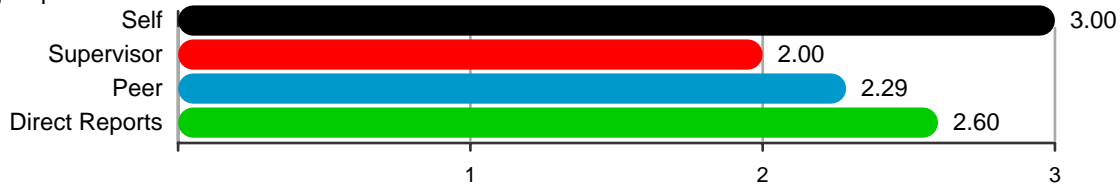
13. You continually try to improve skills to remain current.



14. You are able to quickly learn new ways of performing your job.



15. You adjust plans to meet the needs of new constraints.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You recognize and implement changes to enhance efficiency and effectiveness.	15	2.33	40.0	7%	53%	40%
12. You are flexible and open to new ideas and encourages others to recognize the value of change.	15	2.07	20.0	13%	67%	20%
13. You continually try to improve skills to remain current.	15	2.07	26.7	20%	53%	27%
14. You are able to quickly learn new ways of performing your job.	15	2.27	40.0	13%	47%	40%
15. You adjust plans to meet the needs of new constraints.	14	2.43	50.0	7%	43%	50%

Comments:

- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- Is viewed by many as a strong organizational resource.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- I can not say enough good things about ___.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- Has the experience needed.

Action

Definition:

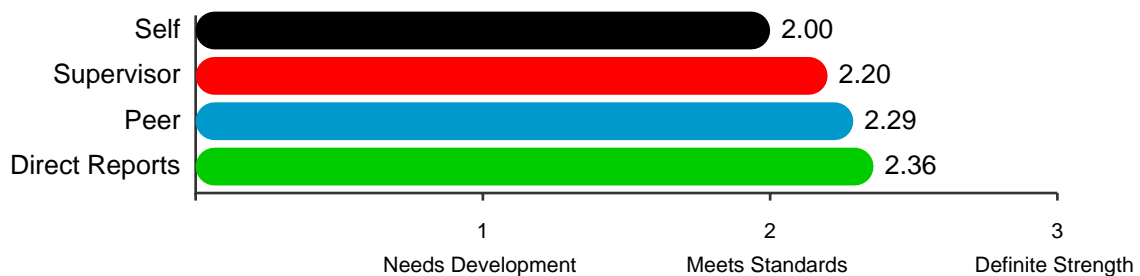
An action oriented individual is someone who quickly and decisively executes assignments/tasks without delay by being proactive, ambitious, tenacious, resourceful and focused on achieving results. This individual prefers action rather than passivity, preempts potential issues, takes the initiative and goes above and beyond what is expected of them.

Why this is Important:

Proactive, Takes the Initiative, Is Decisive, Anticipates Needs, Manages time, organized, delegates, solves problems, resourceful, results-oriented

Summary Scores:

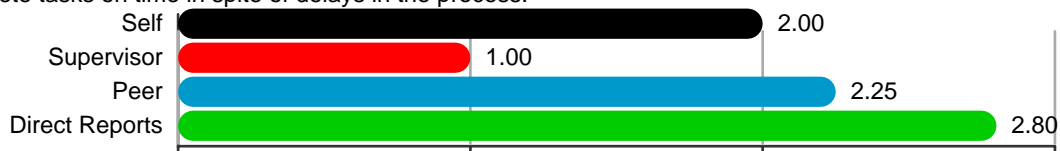
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. I complete tasks on time in spite of delays in the process.



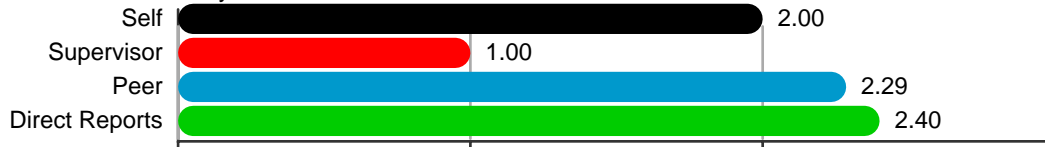
17. I am proactive rather than reactive in work.



18. I convert plans into actions.



19. I take action when necessary.



20. I prevent small issues from becoming critical incidents.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. I complete tasks on time in spite of delays in the process.	15	2.33	46.7	13%	40%	47%
17. I am proactive rather than reactive in work.	15	2.33	40.0	7%	53%	40%
18. I convert plans into actions.	14	2.00	14.3	14%	71%	14%
19. I take action when necessary.	14	2.21	42.9	21%	36%	43%
20. I prevent small issues from becoming critical incidents.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- Provide more frequent development feedback.
- ___ has done a wonderful job in supporting her team and making herself available.

Professional Development

Definition:

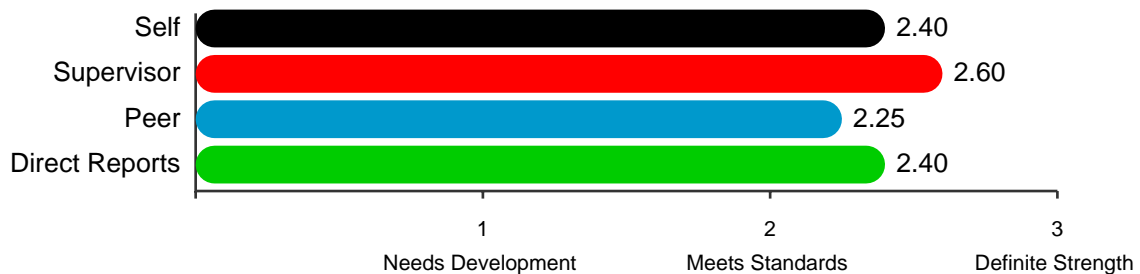
Improvement through specialized training and participating in advanced professional courses.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

21. You quickly acquire and apply new knowledge and skills when needed



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



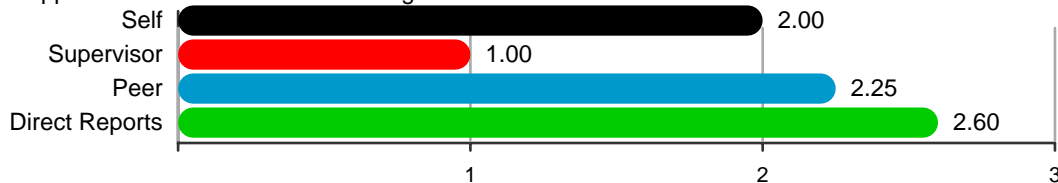
23. You keep yourself up-to-date of technical/professional issues



24. You encourage employees to take courses relevant to their job.



25. You seek opportunities for continuous learning.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You quickly acquire and apply new knowledge and skills when needed	15	2.60	66.7	7%	27%	67%
22. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	40.0	7%	53%	40%
23. You keep yourself up-to-date of technical/professional issues	15	2.07	20.0	13%	67%	20%
24. You encourage employees to take courses relevant to their job.	15	2.40	53.3	13%	33%	53%
25. You seek opportunities for continuous learning.	15	2.27	53.3	27%	20%	53%

Comments:

- Confidence, Attitude, Desire to learn.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- 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.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.

Performance

Definition:

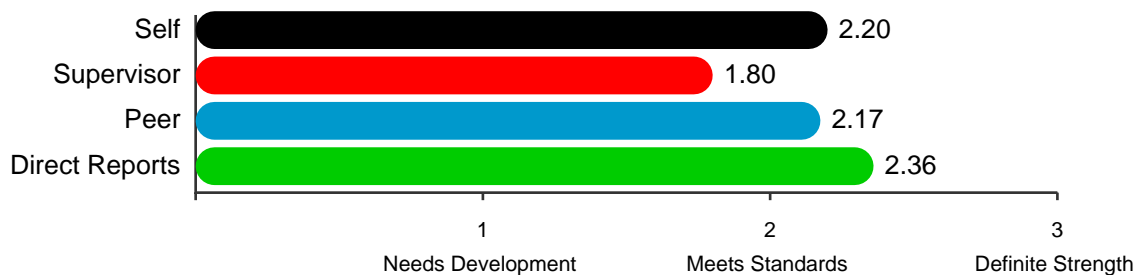
Maintains high level of performance.

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:

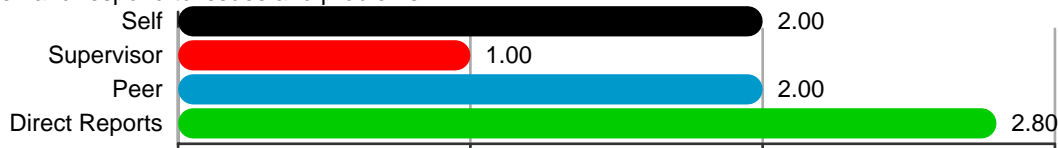
The summary scores shown here are an average of each of the items in this competency.



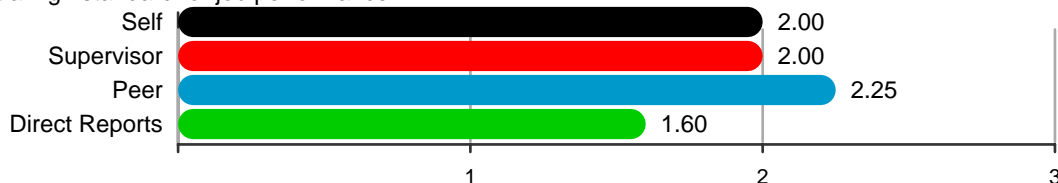
Scores on Each Item:

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

26. You listen and respond to issues and problems



27. You set a high standard for job performance.



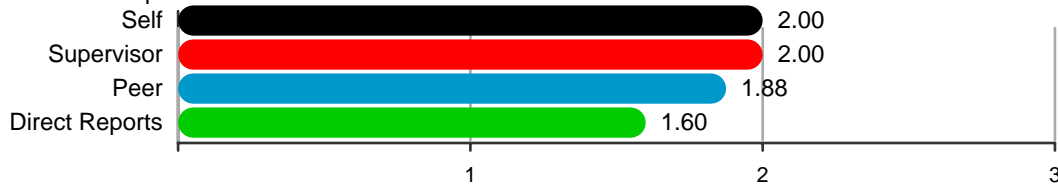
28. You shown significant improvement in job performance.



29. You effectively organize resources and plans



30. You work well in this position.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You listen and respond to issues and problems	15	2.20	33.3	13%	53%	33%
27. You set a high standard for job performance.	15	2.00	26.7	27%	47%	27%
28. You shown significant improvement in job performance.	15	2.47	53.3	7%	40%	53%
29. You effectively organize resources and plans	15	2.60	60.0		40%	60%
30. You work well in this position.	15	1.80	13.3	33%	53%	13%

Comments:

- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ is a very positive addition to our Management team.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- She is very effective and she has learned so much about our product.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.

Problem Solving

Definition:

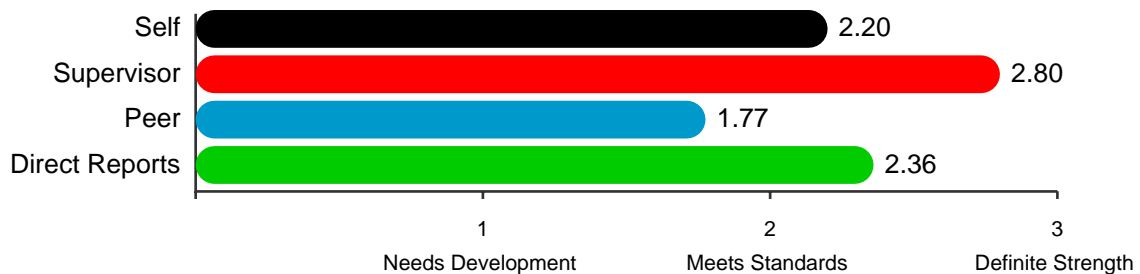
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated for practicality, efficiency, and feasibility. Additionally, the needs and constraints imposed by the organization are balanced. The information gathered is analyzed to determine the best strategy for addressing the problem, which is then effectively implemented.

Why this is Important:

Effective problem-solving is crucial for businesses as it helps to identify and address issues before they escalate, ensuring smooth operations and minimizing disruptions. It fosters innovation by encouraging creative solutions and continuous improvement. Additionally, it enhances decision-making, leading to more efficient use of resources and better outcomes. Overall, strong problem-solving skills contribute to the long-term success and competitiveness of a business.

Summary Scores:

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



Scores on Each Item:

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

31. I conduct a meticulous investigation of incidents to ensure no possible cause is overlooked.



32. You establish realistic budgets consistent with strategic objectives



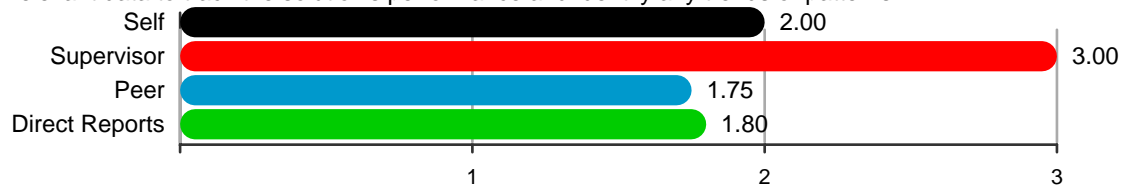
33. I create an environment where team members feel free to share their thoughts and ideas without fear of criticism.



34. I analyze both the potential risks and benefits associated with each proposed solution.



35. I gather relevant data to track the solution's performance and identify any trends or patterns.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. I conduct a meticulous investigation of incidents to ensure no possible cause is overlooked.	15	2.13	33.3	20%	47%	33%
32. You establish realistic budgets consistent with strategic objectives	15	2.13	33.3	20%	47%	33%
33. I create an environment where team members feel free to share their thoughts and ideas without fear of criticism.	15	2.07	33.3	27%	40%	33%
34. I analyze both the potential risks and benefits associated with each proposed solution.	15	2.13	26.7	13%	60%	27%
35. I gather relevant data to track the solution's performance and identify any trends or patterns.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- She encourages teammates more as a peer than a coach.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

Clarity

Definition:

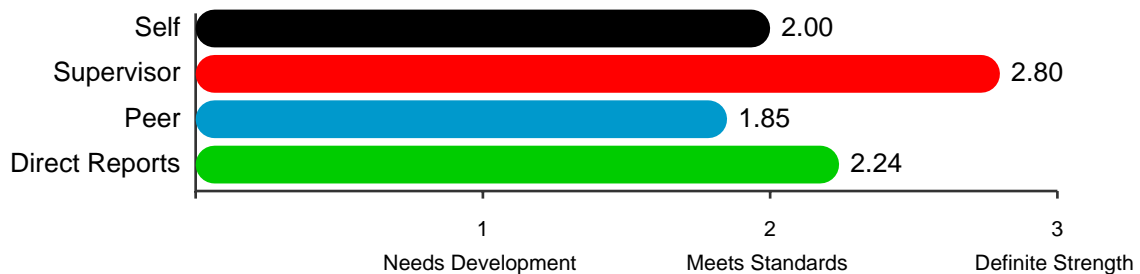
Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

36. You use appropriate grammar and tense in communications.



37. You attend to the important details of a job or task.



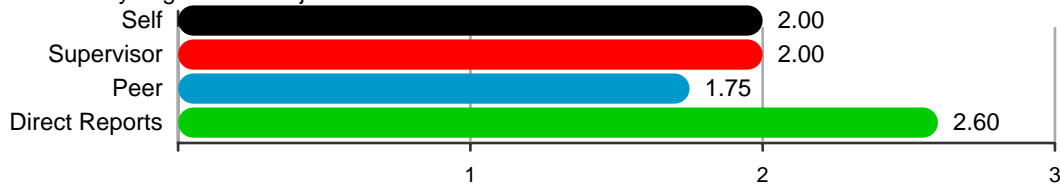
38. You are clear about goals that need to be achieved.



39. You write clear job descriptions for positions in the organization.



40. You maintain clarity in goals and objectives.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You use appropriate grammar and tense in communications.	15	1.87	20.0	33%	47%	20%
37. You attend to the important details of a job or task.	15	1.93	13.3	20%	67%	13%
38. You are clear about goals that need to be achieved.	15	2.07	33.3	27%	40%	33%
39. You write clear job descriptions for positions in the organization.	15	2.33	33.3		67%	33%
40. You maintain clarity in goals and objectives.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Outstanding leader.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- Need to take in all opinions, not just those of employees who are not always truthful....
- She always involves others in decisions ensuring a well rounded approach.

Trustworthy

Definition:

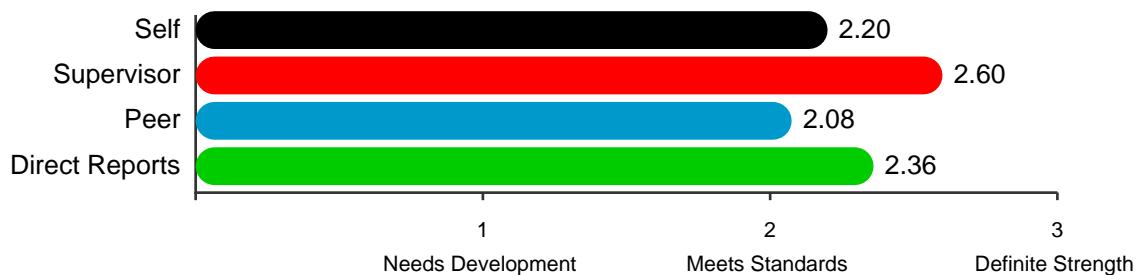
Is trusted by others. Builds and maintains trust with others. Is open and honest.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

41. You communicate an understanding of the other person's interests, needs and concerns.



42. You demonstrate congruence between statements and actions.



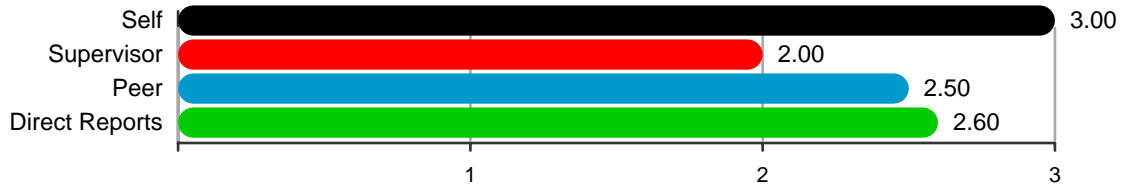
43. You build and maintain the trust of others.



44. You demonstrate a sense of responsibility and commitment to public trust.



45. You take care to maintain confidential information.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You communicate an understanding of the other person's interests, needs and concerns.	15	2.00	26.7	27%	47%	27%
42. You demonstrate congruence between statements and actions.	15	2.13	33.3	20%	47%	33%
43. You build and maintain the trust of others.	15	2.20	40.0	20%	40%	40%
44. You demonstrate a sense of responsibility and commitment to public trust.	15	2.20	26.7	7%	67%	27%
45. You take care to maintain confidential information.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. ___ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- She is very responsive when asked for input or her assistance is requested.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ is a very good leader.

Developing Others

Definition:

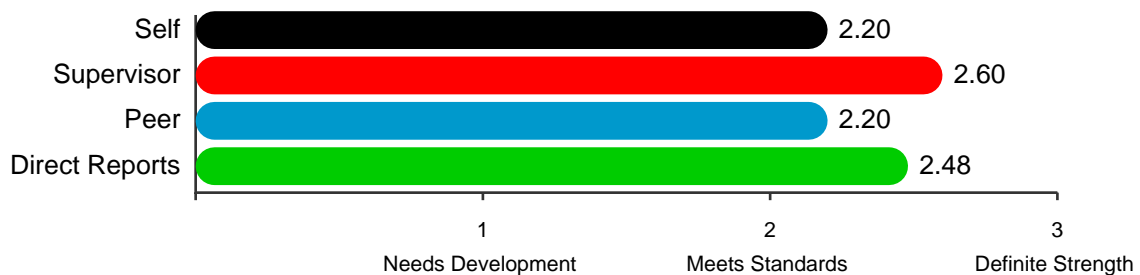
Training and developing members of the team/department.

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.



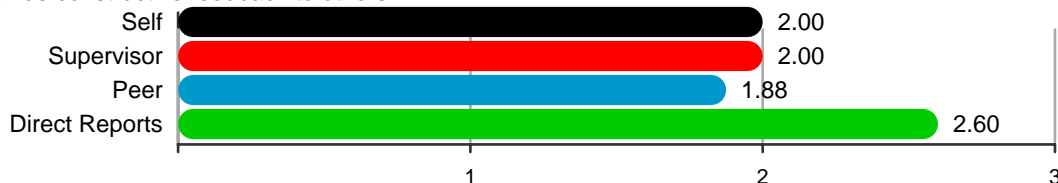
Scores on Each Item:

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

46. You try to ensure employees are ready to move to the next level.



47. You provide constructive feedback to others.



48. You develop employees by offering and encouraging them to take on new or additional responsibilities.



49. You assess employees' developmental needs.



50. You support the successes of other employees.



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You try to ensure employees are ready to move to the next level.	15	2.27	26.7		73%	27%
47. You provide constructive feedback to others.	15	2.13	26.7	13%	60%	27%
48. You develop employees by offering and encouraging them to take on new or additional responsibilities.	15	2.40	40.0		60%	40%
49. You assess employees' developmental needs.	15	2.47	46.7		53%	47%
50. You support the successes of other employees.	15	2.33	46.7	13%	40%	47%

Comments:

- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ 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.
- ___ delegates very effectively.

Teamwork

Definition:

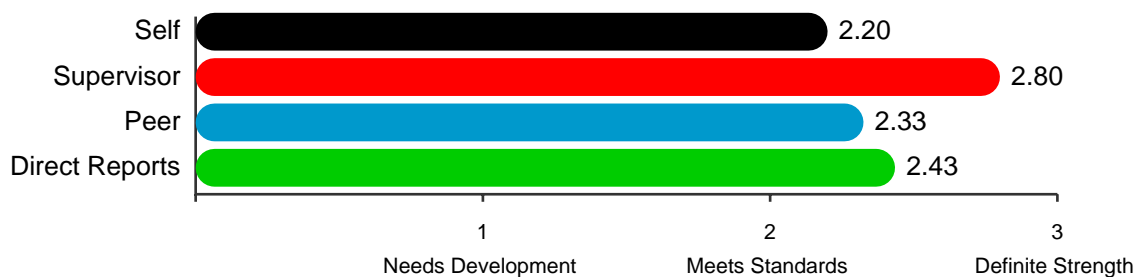
Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors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

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

51. You encourage others to share ideas to develop team cohesion



52. I help the team to bounce back from obstacles.



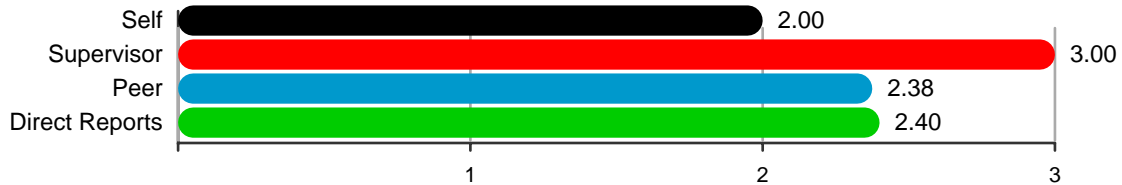
53. You actively participates in the work of teams; seek and listen to others' contributions



54. I took the time to listen to the team's ideas.



55. You coach team members



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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You encourage others to share ideas to develop team cohesion	14	2.21	28.6	7%	64%	29%
52. I help the team to bounce back from obstacles.	14	2.29	42.9	14%	43%	43%
53. You actively participates in the work of teams; seek and listen to others' contributions	15	2.53	53.3		47%	53%
54. I took the time to listen to the team's ideas.	15	2.47	46.7		53%	47%
55. You coach team members	15	2.40	40.0		60%	40%

Comments:

- Look up collaboration and you'll find ___'s picture beside the word.
- She is effective and her knowledge of processes is invaluable.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.