



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

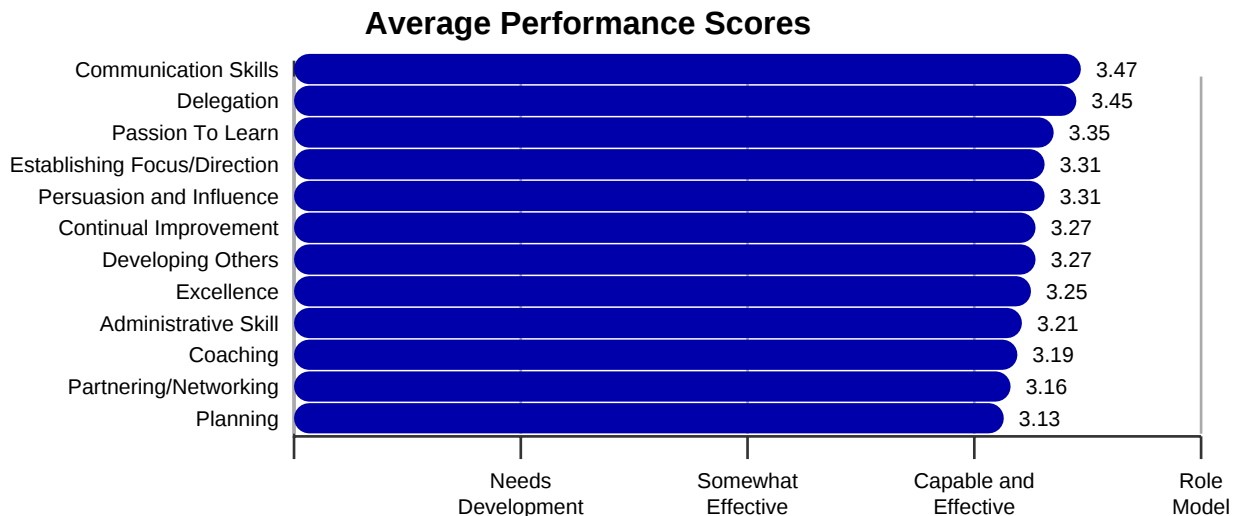
What to Do with Your Feedback

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

Summary

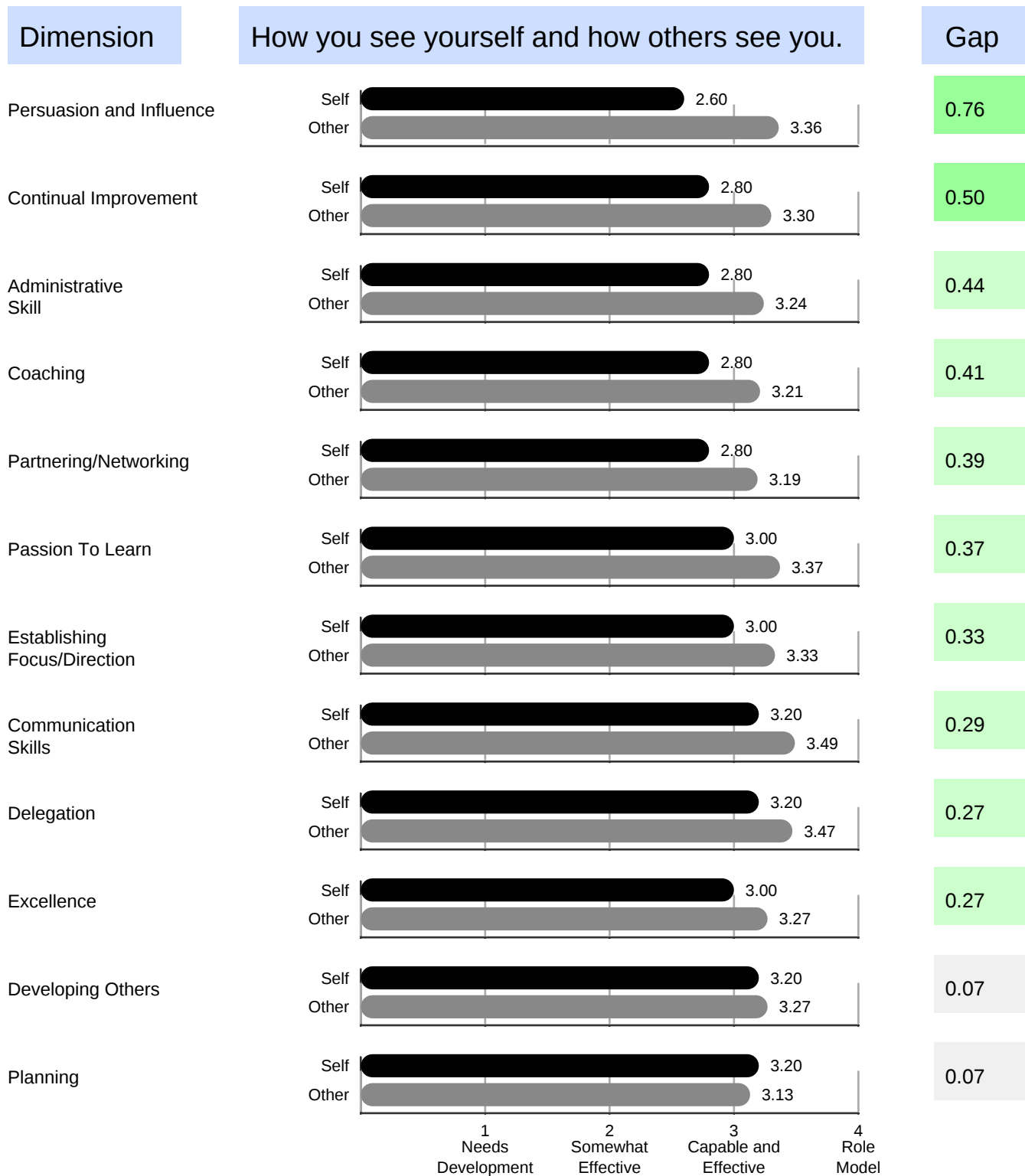
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



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.



Communication Skills

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	3.20	93.3	7%	67%		27%
2. Addresses issues of key importance to stakeholders.	15	3.87	100.0	13%	87%		
3. Delivers well-prepared, informed, poised and succinct presentations.	15	3.33	93.3	7%	53%		40%
4. Informs others about changes or developments in plans and goals.	15	3.60	93.3	7%	27%	67%	
5. Communicates goals of project, resources required, resources available, etc. to the team	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.29	3.20	-0.09 ▼
2. Addresses issues of key importance to stakeholders.	3.65	3.87	+0.22 ▲
3. Delivers well-prepared, informed, poised and succinct presentations.	3.18	3.33	+0.16 ▲
4. Informs others about changes or developments in plans and goals.	3.41	3.60	+0.19 ▲
5. Communicates goals of project, resources required, resources available, etc. to the team	3.24	3.33	+0.10 ▲

Comments:

- I appreciate his dedication to the department employees.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- _____ 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.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.

Passion To Learn

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Takes initiative for own learning and development.	15	3.20	93.3	7%	60%		33%
7. Holds self and associates accountable for goal achievement.	15	3.20	86.7	13%	53%		33%
8. Takes advantage of training opportunities when they arise.	15	3.40	93.3	7%	47%		47%
9. Creates an environment that supports personal development and exploration.	15	3.47	93.3	7%	40%		53%
10. Stays up-to-date on emerging technologies.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
6. Takes initiative for own learning and development.	3.24	3.20	-0.04 ▼
7. Holds self and associates accountable for goal achievement.	3.41	3.20	-0.21 ▼
8. Takes advantage of training opportunities when they arise.	3.24	3.40	+0.16 ▲
9. Creates an environment that supports personal development and exploration.	3.18	3.47	+0.29 ▲
10. Stays up-to-date on emerging technologies.	3.35	3.47	+0.11 ▲

Comments:

- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ is by far a leader in the service area.
- He is always collaborative in his approach, and makes good decisions.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!

Continual Improvement

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Looks for ways to expand current job responsibilities.	15	3.53	100.0	47%		53%	
12. Promotes training and development opportunities to enhance job performance.	15	3.27	100.0	73%			27%
13. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.33	100.0	67%			33%
14. Looks for ways to expand and learn new job skills.	15	3.13	86.7	13%	60%		27%
15. Fosters a culture of open communication and continuous improvement.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
11. Looks for ways to expand current job responsibilities.	3.47	3.53	+0.06 ▲
12. Promotes training and development opportunities to enhance job performance.	3.47	3.27	-0.20 ▼
13. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.35	3.33	-0.02 ▼
14. Looks for ways to expand and learn new job skills.	3.18	3.13	-0.04 ▼
15. Fosters a culture of open communication and continuous improvement.	3.00	3.07	+0.07 ▲

Comments:

- _____ is excellent at providing positive feedback in the moment while in meetings.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- We are striving to meet best practice standards.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.

Establishing Focus/Direction

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Articulates the goals, expected outcomes, and how the goal contributes to the broader vision of the organization.	15	3.40	93.3	7%	47%	47%	
17. Seeks to minimize underutilization and/or overutilization and makes adjustments to workloads accordingly.	15	3.27	93.3	7%	60%		33%
18. Understands the strengths and needs of each employee in the department.	14	3.00	92.9	7%	79%		14%
19. Analyzes metrics such as project completion rates, quality of work, or customer satisfaction scores.	15	3.47	100.0		53%	47%	
20. Keeps the team up-do-date with the latest information.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
16. Articulates the goals, expected outcomes, and how the goal contributes to the broader vision of the organization.	3.65	3.40	-0.25 ▼
17. Seeks to minimize underutilization and/or overutilization and makes adjustments to workloads accordingly.	3.47	3.27	-0.20 ▼
18. Understands the strengths and needs of each employee in the department.	3.12	3.00	-0.12 ▼
19. Analyzes metrics such as project completion rates, quality of work, or customer satisfaction scores.	3.59	3.47	-0.12 ▼
20. Keeps the team up-do-date with the latest information.	3.29	3.40	+0.11 ▲

Comments:

- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Personality. Great Mentor and Leader. Talented.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- Great addition to our team!

Persuasion and Influence

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Creates clear reports with impact.	15	3.53	100.0	47%	53%		
22. Maintains strong convictions to convey the importance of their beliefs/values.	15	3.00	80.0	20%	60%	20%	
23. Helps employees envision their future success within the team's broader achievements.	15	2.87	80.0	20%	73%	7%	
24. Demonstrates consistent integrity and professionalism, earning the respect and trust of others.	15	3.47	100.0	53%	47%		
25. Uses clear examples and measurable results to support arguments, making complex issues more tangible.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
21. Creates clear reports with impact.	3.35	3.53	+0.18 ▲
22. Maintains strong convictions to convey the importance of their beliefs/values.	3.00	3.00	
23. Helps employees envision their future success within the team's broader achievements.	2.88	2.87	-0.02 ▼
24. Demonstrates consistent integrity and professionalism, earning the respect and trust of others.	3.00	3.47	+0.47 ▲
25. Uses clear examples and measurable results to support arguments, making complex issues more tangible.	3.76	3.67	-0.10 ▼

Comments:

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- In my opinion, _____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop _____.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

Delegation

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Balances employee skill level with opportunities for professional development in task assignments.	15	3.40	93.3	7%	47%	47%	
27. Assigns responsibilities that leverage employees' specialized knowledge for optimal efficiency and results.	15	3.33	93.3	7%	53%	40%	
28. Recognizes employees' strengths and aligns tasks with their enthusiasm.	15	3.53	100.0		47%	53%	
29. Selects appropriate individuals to complete tasks.	15	3.67	100.0		33%	67%	
30. Optimizes delegation by assigning employees tasks that maximize efficiency, promote professional development, and enhance employee engagement.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
26. Balances employee skill level with opportunities for professional development in task assignments.	3.53	3.40	-0.13 ▼
27. Assigns responsibilities that leverage employees' specialized knowledge for optimal efficiency and results.	3.12	3.33	+0.22 ▲
28. Recognizes employees' strengths and aligns tasks with their enthusiasm.	3.41	3.53	+0.12 ▲
29. Selects appropriate individuals to complete tasks.	3.59	3.67	+0.08 ▲
30. Optimizes delegation by assigning employees tasks that maximize efficiency, promote professional development, and enhance employee engagement.	3.41	3.33	-0.08 ▼

Comments:

- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- Always approachable no matter how busy he is.
- His communication style can also come across as very directive at times to peers and subordinates.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.

Administrative Skill

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Proofreads and edits documents.	15	3.20	86.7	13%	53%	33%	
32. Creates labeled folders, indexes, or searchable databases.	15	3.40	100.0		60%	40%	
33. Takes time to listen to employees.	15	3.20	86.7	13%	53%	33%	
34. Compiles, transcribes, and distributes minutes of meetings.	15	3.27	93.3	7%	60%	33%	
35. Inventories and documents current supplies and resources.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
31. Proofreads and edits documents.	3.18	3.20	+0.02 ▲
32. Creates labeled folders, indexes, or searchable databases.	3.35	3.40	+0.05 ▲
33. Takes time to listen to employees.	3.18	3.20	+0.02 ▲
34. Compiles, transcribes, and distributes minutes of meetings.	2.88	3.27	+0.38 ▲
35. Inventories and documents current supplies and resources.	3.18	3.00	-0.18 ▼

Comments:

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- I really enjoy his mentorship.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- _____ exemplifies all of these qualities.

Excellence

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Is planful and organized.	15	3.20	93.3	7%	67%		27%
37. Takes a lot of pride in their work.	15	3.27	93.3	7%	60%		33%
38. Demonstrates the analytical skills to do their job.	15	3.27	86.7	13%	47%		40%
39. Can be counted on to add value wherever they are involved.	15	3.13	86.7	13%	60%		27%
40. Demonstrates the functional or technical skills necessary to do their job.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
36. Is planful and organized.	3.18	3.20	+0.02 ▲
37. Takes a lot of pride in their work.	3.35	3.27	-0.09 ▼
38. Demonstrates the analytical skills to do their job.	3.24	3.27	+0.03 ▲
39. Can be counted on to add value wherever they are involved.	3.59	3.13	-0.45 ▼
40. Demonstrates the functional or technical skills necessary to do their job.	3.29	3.40	+0.11 ▲

Comments:

- He is an excellent teammate, great attitude, effort, and energy.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.

Developing Others

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Assigns tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
42. Tries to ensure employees are ready to move to the next level.	15	3.33	93.3	7%	53%	40%	
43. Sets performance objectives for subordinates that encourages development opportunities.	15	3.13	86.7	13%	60%	27%	
44. Encourages employees through recognition of positive changes in behavior.	15	3.00	86.7	13%	73%	13%	
45. Creates opportunities for professional development.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
41. Assigns tasks and responsibilities to develop skills of others.	3.29	3.33	+0.04 ▲
42. Tries to ensure employees are ready to move to the next level.	3.41	3.33	-0.08 ▼
43. Sets performance objectives for subordinates that encourages development opportunities.	3.35	3.13	-0.22 ▼
44. Encourages employees through recognition of positive changes in behavior.	3.18	3.00	-0.18 ▼
45. Creates opportunities for professional development.	3.35	3.53	+0.18 ▲

Comments:

- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.

Coaching

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
46. Is attentive to the needs of employees	15	3.00	86.7	13%	73%		13%
47. Addresses employee behavior problems effectively.	15	3.20	93.3	7%	60%		33%
48. Poses open-ended questions that promote exploration, self-reflection, and problem-solving.	15	3.20	93.3	7%	67%		27%
49. Asks open-ended questions to guide employees to uncover their own answers and insights rather than providing them with direct solutions.	15	3.40	93.3	7%	47%		47%
50. Develops the skills and capabilities of others.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
46. Is attentive to the needs of employees	3.24	3.00	-0.24 ▼
47. Addresses employee behavior problems effectively.	3.00	3.20	+0.20 ▲
48. Poses open-ended questions that promote exploration, self-reflection, and problem-solving.	3.18	3.20	+0.02 ▲
49. Asks open-ended questions to guide employees to uncover their own answers and insights rather than providing them with direct solutions.	3.35	3.40	+0.05 ▲
50. Develops the skills and capabilities of others.	3.29	3.13	-0.16 ▼

Comments:

- _____'s management style is excellent.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- Without a doubt, _____ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

Partnering/Networking

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
51. Invests in other companies to form equity partnerships.	14	3.14	92.9	7%	71%		21%
52. Creates the conditions for partnerships to grow and develop.	14	3.21	85.7	14%	50%		36%
53. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	15	3.27	86.7	13%	47%		40%
54. Creates strategic partnerships when resources are limited.	15	3.13	86.7	13%	60%		27%
55. Actively listens to understand different perspectives and identify common interests.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
51. Invests in other companies to form equity partnerships.	3.24	3.14	-0.09 ▼
52. Creates the conditions for partnerships to grow and develop.	3.06	3.21	+0.16 ▲
53. Strives to cultivate and maintain a partnership based on trust and commitment in relationships.	3.59	3.27	-0.32 ▼
54. Creates strategic partnerships when resources are limited.	2.94	3.13	+0.19 ▲
55. Actively listens to understand different perspectives and identify common interests.	2.88	3.07	+0.18 ▲

Comments:

- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- We have made improvements in our documentation and have decreased duplicate reporting.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- I think he is the kind of manager our department has needed and will continue to need.
- He has also greatly improved his communication.

Planning

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
56. Assigns the right tasks to the right people and holds them accountable.	15	2.93	73.3	27%	53%		20%
57. Accurately estimates the duration of tasks.	15	3.20	93.3	7%	67%		27%
58. Makes plans and follows through.	15	3.20	93.3	7%	67%		27%
59. Assesses the risks of various strategic plans.	15	3.13	93.3	7%	67%		27%
60. Creates a timeline for events and monitors progress.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
56. Assigns the right tasks to the right people and holds them accountable.	2.88	2.93	+0.05 ▲
57. Accurately estimates the duration of tasks.	3.18	3.20	+0.02 ▲
58. Makes plans and follows through.	3.24	3.20	-0.04 ▼
59. Assesses the risks of various strategic plans.	3.18	3.13	-0.04 ▼
60. Creates a timeline for events and monitors progress.	3.47	3.20	-0.27 ▼

Comments:

- _____ is smart, detailed and committed. I appreciate having his on our team.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- Is viewed by many as a strong organizational resource.
- He seems to be well respected from members of his own team as well.
- He keeps focused on things that are important for his department to run smoothly.

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?

- _____ is very clear about his expectations and I appreciate this.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- He is smart, quick, compassionate, and thorough.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- Having very minimum one-on-one discussion.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

What do you like best about working with this individual?

- _____ 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 he has helped us come through it standing upright!
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- He will sit down with all parties involved before he makes a decision.
- I believe I need to give him a chance to get into his position.
- He 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.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.

What do you like least about working with this individual?

- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- Manager engages in all categories described above as marked.
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.

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

- I appreciate his receptiveness and openness and his sense of humor.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- _____ is great about approaching and including staff input with decision making within the department.
- I feel _____ always has the customer's best interest at heart.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- He has the ability to look at the system as a whole and make solid long range decisions.

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

- _____ is excellent at providing positive feedback in the moment while in meetings.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- He has been a great addition to the company.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- We are striving to meet best practice standards.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.

Any final comments?

- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- _____ consistently asks how the day is going, if he can help us at all.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.