



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

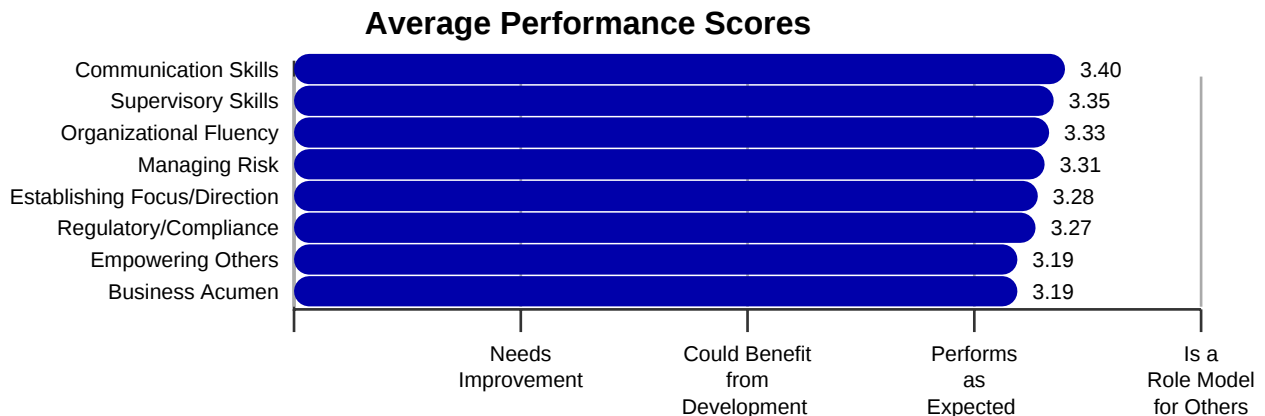
## What to Do with Your Feedback

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

# Summary

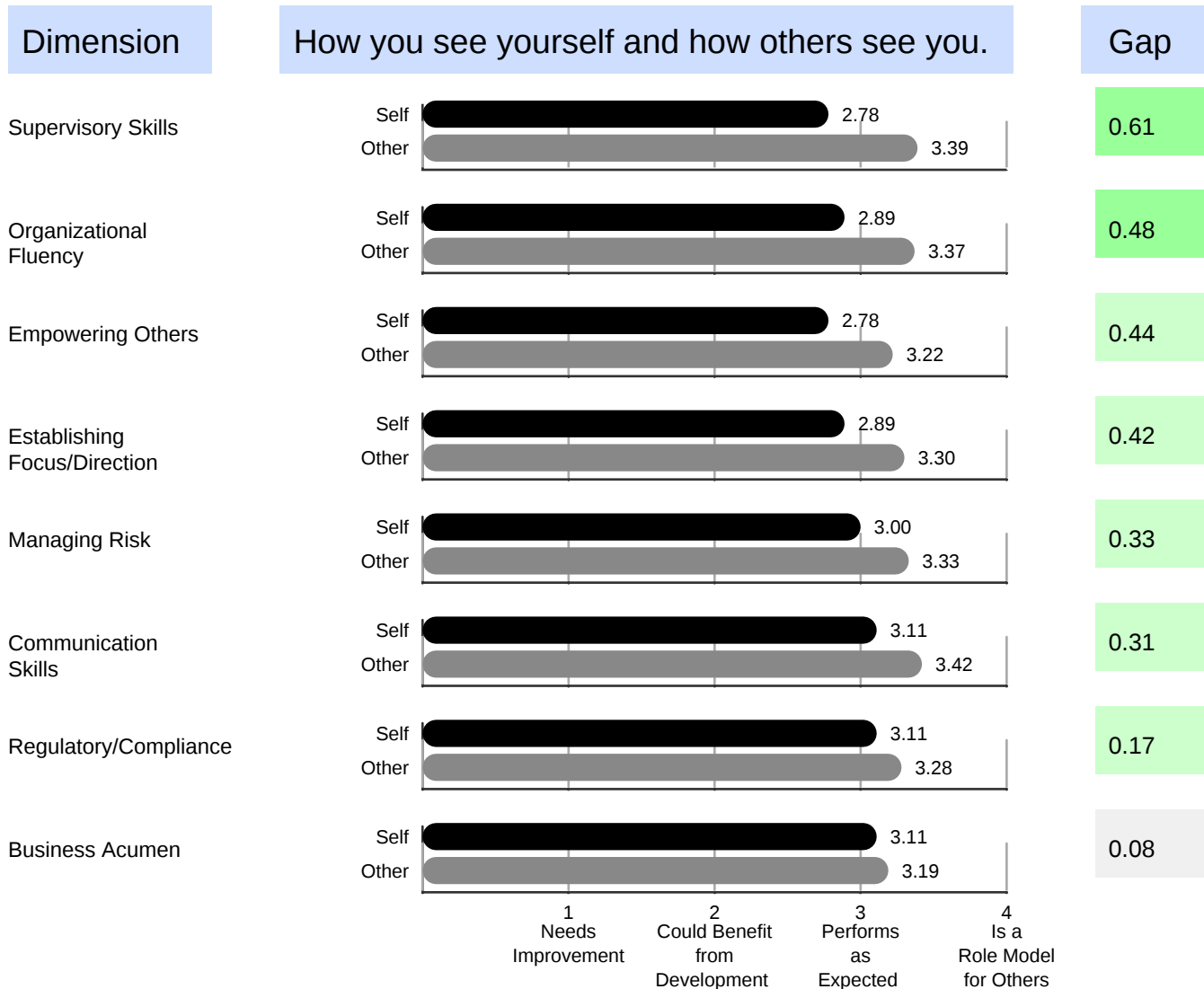
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                          | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|-----------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Notifies others about developments in plans and goals.                                     | 15 | 3.20 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 2. Summarizes or paraphrases the current question to confirm understanding.                   | 15 | 3.87 | 100.0 | 13%               | 87%                            |                      |                            |
| 3. Delivers clear and concise instructions.                                                   | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 4. Shares important information with others.                                                  | 15 | 3.60 | 93.3  | 7%                | 27%                            | 67%                  |                            |
| 5. Summarizes the question to verify comprehension.                                           | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 6. Communicates regularly with the department.                                                | 15 | 3.20 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 7. Sets their on-line status to "available" to indicate they are available for communication. | 15 | 3.20 | 86.7  | 13%               | 53%                            |                      | 33%                        |
| 8. Accurately attends to/understands ideas which are exchanged.                               | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 9. Speaks clearly, fluently, and in a compelling manner to both individuals and groups.       | 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  |
|-----------------------------------------------------------------------------------------------|------|------|---------|
| 1. Notifies others about developments in plans and goals.                                     | 3.29 | 3.20 | -0.09 ▼ |
| 2. Summarizes or paraphrases the current question to confirm understanding.                   | 3.65 | 3.87 | +0.22 ▲ |
| 3. Delivers clear and concise instructions.                                                   | 3.18 | 3.33 | +0.16 ▲ |
| 4. Shares important information with others.                                                  | 3.41 | 3.60 | +0.19 ▲ |
| 5. Summarizes the question to verify comprehension.                                           | 3.24 | 3.33 | +0.10 ▲ |
| 6. Communicates regularly with the department.                                                | 3.24 | 3.20 | -0.04 ▼ |
| 7. Sets their on-line status to "available" to indicate they are available for communication. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Accurately attends to/understands ideas which are exchanged.                               | 3.24 | 3.40 | +0.16 ▲ |
| 9. Speaks clearly, fluently, and in a compelling manner to both individuals and groups.       | 3.18 | 3.47 | +0.29 ▲ |

### Comments:

- \_\_\_ works to keep up but a lot of new concepts.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- \_\_\_ consistently asks how the day is going, if she can help us at all.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
-

recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.

- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.

## 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                                       | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Pays close attention to how tasks are distributed among employees.                                     | 15 | 3.47 | 93.3  | 7%                | 40%                            | 53%                  |                            |
| 11. Ensures employees understand the task's objectives and significance.                                   | 15 | 3.53 | 100.0 |                   | 47%                            | 53%                  |                            |
| 12. Is flexible and ready to adjust strategies in response to changing circumstances.                      | 15 | 3.27 | 100.0 |                   | 73%                            |                      | 27%                        |
| 13. Aligns resource planning with departmental goals and organizational priorities.                        | 15 | 3.33 | 100.0 |                   | 67%                            |                      | 33%                        |
| 14. Seeks to understand any external factors that might impact projects being worked on by the department. | 15 | 3.13 | 86.7  | 13%               | 60%                            |                      | 27%                        |
| 15. Assesses the opportunities and threats facing the department/organization.                             | 15 | 3.07 | 80.0  | 20%               | 53%                            |                      | 27%                        |
| 16. Observes how employees approach tasks, interact with others, and handle challenges.                    | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 17. Determines the distribution of tools, equipment, and budget needed to achieve objectives.              | 15 | 3.27 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 18. Shows employees how their contributions make a meaningful impact.                                      | 14 | 3.00 | 92.9  | 7%                | 79%                            |                      | 14%                        |

### 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  |
|------------------------------------------------------------------------------------------------------------|------|------|---------|
| 10. Pays close attention to how tasks are distributed among employees.                                     | 3.35 | 3.47 | +0.11 ▲ |
| 11. Ensures employees understand the task's objectives and significance.                                   | 3.47 | 3.53 | +0.06 ▲ |
| 12. Is flexible and ready to adjust strategies in response to changing circumstances.                      | 3.47 | 3.27 | -0.20 ▼ |
| 13. Aligns resource planning with departmental goals and organizational priorities.                        | 3.35 | 3.33 | -0.02 ▼ |
| 14. Seeks to understand any external factors that might impact projects being worked on by the department. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Assesses the opportunities and threats facing the department/organization.                             | 3.00 | 3.07 | +0.07 ▲ |
| 16. Observes how employees approach tasks, interact with others, and handle challenges.                    | 3.65 | 3.40 | -0.25 ▼ |
| 17. Determines the distribution of tools, equipment, and budget needed to achieve objectives.              | 3.47 | 3.27 | -0.20 ▼ |
| 18. Shows employees how their contributions make a meaningful impact.                                      | 3.12 | 3.00 | -0.12 ▼ |

#### Comments:

- \_\_\_ is always working to include staff in a shared decision making processes.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

- She is organized, kind, and extremely approachable.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- \_\_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- \_\_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.

## Supervisory 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                                                              | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|-----------------------------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 19. Instructs employees on the proper way to perform tasks.                                                                       | 15 | 3.47 | 100.0 |                   | 53%                            | 47%                  |                            |
| 20. Introduces targeted training and development initiatives to address and elevate subpar performance.                           | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 21. Fosters an environment that supports open communication.                                                                      | 15 | 3.53 | 100.0 |                   | 47%                            | 53%                  |                            |
| 22. Demonstrates exemplary work performance that others should follow.                                                            | 15 | 3.00 | 80.0  | 20%               | 60%                            |                      | 20%                        |
| 23. Fosters a culture of personal responsibility and accountability.                                                              | 15 | 2.87 | 80.0  | 20%               | 73%                            |                      | 7%                         |
| 24. Provides feedback referencing specific instances or examples of behaviors.                                                    | 15 | 3.47 | 100.0 |                   | 53%                            | 47%                  |                            |
| 25. Maintains the confidence and trust of employees.                                                                              | 15 | 3.67 | 100.0 |                   | 33%                            | 67%                  |                            |
| 26. Maintains a calm demeanor when addressing stressful issues in the workplace.                                                  | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 27. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures. | 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  |
|-----------------------------------------------------------------------------------------------------------------------------------|------|------|---------|
| 19. Instructs employees on the proper way to perform tasks.                                                                       | 3.59 | 3.47 | -0.12 ▼ |
| 20. Introduces targeted training and development initiatives to address and elevate subpar performance.                           | 3.29 | 3.40 | +0.11 ▲ |
| 21. Fosters an environment that supports open communication.                                                                      | 3.35 | 3.53 | +0.18 ▲ |
| 22. Demonstrates exemplary work performance that others should follow.                                                            | 3.00 | 3.00 |         |
| 23. Fosters a culture of personal responsibility and accountability.                                                              | 2.88 | 2.87 | -0.02 ▼ |
| 24. Provides feedback referencing specific instances or examples of behaviors.                                                    | 3.00 | 3.47 | +0.47 ▲ |
| 25. Maintains the confidence and trust of employees.                                                                              | 3.76 | 3.67 | -0.10 ▼ |
| 26. Maintains a calm demeanor when addressing stressful issues in the workplace.                                                  | 3.53 | 3.40 | -0.13 ▼ |
| 27. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures. | 3.12 | 3.33 | +0.22 ▲ |

Comments:

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I am having a hard time evaluating the last four. \_\_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

- \_\_\_\_ is a steady leader who maintains her objectivity during stressful times.
- She has a calm demeanor and willingness to help with anything.
- \_\_\_\_ does a great job investigating an issue thinking it through before she takes action.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- \_\_\_\_ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

## Managing Risk

### 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                                                     | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--------------------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Develops appropriate strategies to minimize risks.                                                                   | 15 | 3.53 | 100.0 | 47%               | 53%                            |                      |                            |
| 29. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations. | 15 | 3.67 | 100.0 | 33%               | 67%                            |                      |                            |
| 30. Integrates risk management processes, data, and analytics across the company.                                        | 15 | 3.33 | 100.0 | 67%               |                                | 33%                  |                            |
| 31. Recognizes that small changes may snowball into major events.                                                        | 15 | 3.20 | 86.7  | 13%               | 53%                            | 33%                  |                            |
| 32. Gathers information regarding potential risks.                                                                       | 15 | 3.40 | 100.0 | 60%               |                                | 40%                  |                            |
| 33. Designs risk response activities that are proportionate to the level of risk.                                        | 15 | 3.20 | 86.7  | 13%               | 53%                            | 33%                  |                            |
| 34. Accurately perceives potential risks in the workplace.                                                               | 15 | 3.27 | 93.3  | 7%                | 60%                            | 33%                  |                            |
| 35. Accepts risk as needed.                                                                                              | 15 | 3.00 | 80.0  | 20%               | 60%                            | 20%                  |                            |
| 36. Works effectively to transfers risk.                                                                                 | 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  |
|--------------------------------------------------------------------------------------------------------------------------|------|------|---------|
| 28. Develops appropriate strategies to minimize risks.                                                                   | 3.41 | 3.53 | +0.12 ▲ |
| 29. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Integrates risk management processes, data, and analytics across the company.                                        | 3.41 | 3.33 | -0.08 ▼ |
| 31. Recognizes that small changes may snowball into major events.                                                        | 3.18 | 3.20 | +0.02 ▲ |
| 32. Gathers information regarding potential risks.                                                                       | 3.35 | 3.40 | +0.05 ▲ |
| 33. Designs risk response activities that are proportionate to the level of risk.                                        | 3.18 | 3.20 | +0.02 ▲ |
| 34. Accurately perceives potential risks in the workplace.                                                               | 2.88 | 3.27 | +0.38 ▲ |
| 35. Accepts risk as needed.                                                                                              | 3.18 | 3.00 | -0.18 ▼ |
| 36. Works effectively to transfers risk.                                                                                 | 3.18 | 3.20 | +0.02 ▲ |

#### Comments:

- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- \_\_\_ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.

- I would encourage \_\_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- 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.
- As I have indicated above, \_\_\_\_ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate \_\_\_\_'s engagement since last month and I am hopeful that she will grow in her leadership role.

## Regulatory/Compliance

### 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                                       | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 37. Complies with regulatory requirements for the state.                                                   | 15 | 3.27 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 38. Keeps track of changes in legislation affecting regulatory compliance.                                 | 15 | 3.27 | 86.7  | 13%               | 47%                            |                      | 40%                        |
| 39. Maintains historical records and documents as needed/required.                                         | 15 | 3.13 | 86.7  | 13%               | 60%                            |                      | 27%                        |
| 40. Periodically assesses the effectiveness of regulatory/compliance programs.                             | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 41. Understands the applicable regulations and laws that impact our business.                              | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 42. Creates and implements training courses for new hires to ensure knowledge of regulations and policies. | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 43. Knows who to contact at various regulatory agencies if needed.                                         | 15 | 3.13 | 86.7  | 13%               | 60%                            |                      | 27%                        |
| 44. Ensures the company is in compliance with industry specifications, standards, and applicable laws.     | 15 | 3.00 | 86.7  | 13%               | 73%                            |                      | 13%                        |
| 45. Addresses issues quickly before they develop into major problems.                                      | 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  |
|------------------------------------------------------------------------------------------------------------|------|------|---------|
| 37. Complies with regulatory requirements for the state.                                                   | 3.35 | 3.27 | -0.09 ▼ |
| 38. Keeps track of changes in legislation affecting regulatory compliance.                                 | 3.24 | 3.27 | +0.03 ▲ |
| 39. Maintains historical records and documents as needed/required.                                         | 3.59 | 3.13 | -0.45 ▼ |
| 40. Periodically assesses the effectiveness of regulatory/compliance programs.                             | 3.29 | 3.40 | +0.11 ▲ |
| 41. Understands the applicable regulations and laws that impact our business.                              | 3.29 | 3.33 | +0.04 ▲ |
| 42. Creates and implements training courses for new hires to ensure knowledge of regulations and policies. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Knows who to contact at various regulatory agencies if needed.                                         | 3.35 | 3.13 | -0.22 ▼ |
| 44. Ensures the company is in compliance with industry specifications, standards, and applicable laws.     | 3.18 | 3.00 | -0.18 ▼ |
| 45. Addresses issues quickly before they develop into major problems.                                      | 3.35 | 3.53 | +0.18 ▲ |

Comments:

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\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- \_\_\_ is a very solid manager who meets or exceeds expectations of her role.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- she understands where our opportunities for savings in the employee benefits plan may be.
- She is eager to learn and eager to share knowledge.

## Empowering 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                              | n  | Avg  | LOA  | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|-----------------------------------------------------------------------------------|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 46. Avoids micromanaging their employees.                                         | 15 | 3.00 | 86.7 | 13%               | 73%                            |                      | 13%                        |
| 47. Recognizes the importance of a healthy work/life balance.                     | 15 | 3.20 | 93.3 | 7%                | 60%                            |                      | 33%                        |
| 48. Creates opportunities for employees to exercise their independence.           | 15 | 3.20 | 93.3 | 7%                | 67%                            |                      | 27%                        |
| 49. Gives employees the authority to act on their own.                            | 15 | 3.40 | 93.3 | 7%                | 47%                            |                      | 47%                        |
| 50. Willing to share in the decision making process.                              | 15 | 3.13 | 80.0 | 7%                | 13%                            | 40%                  | 40%                        |
| 51. Allows subordinates to perform mission critical tasks.                        | 14 | 3.14 | 92.9 | 7%                | 71%                            |                      | 21%                        |
| 52. Establishes goals that allow employees to operate independently in the field. | 14 | 3.21 | 85.7 | 14%               | 50%                            |                      | 36%                        |
| 53. Acknowledges and appreciates employees for their proactive decision-making.   | 15 | 3.27 | 86.7 | 13%               | 47%                            |                      | 40%                        |
| 54. Sets clear goals for others to accomplish.                                    | 15 | 3.13 | 86.7 | 13%               | 60%                            |                      | 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  |
|-----------------------------------------------------------------------------------|------|------|---------|
| 46. Avoids micromanaging their employees.                                         | 3.24 | 3.00 | -0.24 ▼ |
| 47. Recognizes the importance of a healthy work/life balance.                     | 3.00 | 3.20 | +0.20 ▲ |
| 48. Creates opportunities for employees to exercise their independence.           | 3.18 | 3.20 | +0.02 ▲ |
| 49. Gives employees the authority to act on their own.                            | 3.35 | 3.40 | +0.05 ▲ |
| 50. Willing to share in the decision making process.                              | 3.29 | 3.13 | -0.16 ▼ |
| 51. Allows subordinates to perform mission critical tasks.                        | 3.24 | 3.14 | -0.09 ▼ |
| 52. Establishes goals that allow employees to operate independently in the field. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Acknowledges and appreciates employees for their proactive decision-making.   | 3.59 | 3.27 | -0.32 ▼ |
| 54. Sets clear goals for others to accomplish.                                    | 2.94 | 3.13 | +0.19 ▲ |

#### Comments:

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- I think \_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- I enjoy working with \_\_\_. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows \_\_\_ to give a whole new perspective on a subject.
-

I don't often get a chance to see \_\_\_\_ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.

- I like \_\_\_\_, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

## Business Acumen

### 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                                                                    | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|-----------------------------------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 55. Anticipates marketplace opportunities and supports speed to market.                                                                 | 15 | 3.07 | 86.7  | 13%               | 67%                            |                      | 20%                        |
| 56. Fosters a critical analysis of events and issues.                                                                                   | 15 | 2.93 | 73.3  | 27%               | 53%                            |                      | 20%                        |
| 57. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.      | 15 | 3.20 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 58. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 15 | 3.20 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 59. Identifies potential regulatory risks and strategies to mitigate them.                                                              | 15 | 3.13 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 60. Develops strategic plans to promote business and organizational strengths.                                                          | 15 | 3.20 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 61. Calculates return on investment (ROI) for various business projects.                                                                | 15 | 3.47 | 100.0 |                   | 53%                            |                      | 47%                        |
| 62. Understands complex issues and problems.                                                                                            | 15 | 3.27 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 63. Anticipates the consequences to the business of different potential risk events.                                                    | 15 | 3.20 | 86.7  | 13%               | 53%                            |                      | 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  |
|-----------------------------------------------------------------------------------------------------------------------------------------|------|------|---------|
| 55. Anticipates marketplace opportunities and supports speed to market.                                                                 | 2.88 | 3.07 | +0.18 ▲ |
| 56. Fosters a critical analysis of events and issues.                                                                                   | 2.88 | 2.93 | +0.05 ▲ |
| 57. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.      | 3.18 | 3.20 | +0.02 ▲ |
| 58. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 3.24 | 3.20 | -0.04 ▼ |
| 59. Identifies potential regulatory risks and strategies to mitigate them.                                                              | 3.18 | 3.13 | -0.04 ▼ |
| 60. Develops strategic plans to promote business and organizational strengths.                                                          | 3.47 | 3.20 | -0.27 ▼ |
| 61. Calculates return on investment (ROI) for various business projects.                                                                | 3.29 | 3.47 | +0.17 ▲ |
| 62. Understands complex issues and problems.                                                                                            | 3.35 | 3.27 | -0.09 ▼ |
| 63. Anticipates the consequences to the business of different potential risk events.                                                    | 3.18 | 3.20 | +0.02 ▲ |

#### Comments:

- Need to continue to take action when needed, although have improved. . .
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.

- \_\_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She consistently involves employees in shared decision making.
- She has taken her team to the next level.
- \_\_\_\_ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.

## Organizational Fluency

### 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 Improvement) to green (Is a Role Model for Others).

| Item                                                                                                       | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------------------------------------------------------------------------------------------------------------|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 64. Gets things done through the department.                                                               | 15 | 3.53 | 100.0 |                   | 47%                            | 53%                  |                            |
| 65. Understands the current organizational culture.                                                        | 15 | 3.40 | 100.0 |                   | 60%                            | 40%                  |                            |
| 66. Is aware of other organizational cultures to compare/contrast with the current organizational culture. | 15 | 3.33 | 100.0 |                   | 67%                            | 33%                  |                            |
| 67. Able to deal with sensitive issues with tact and professionalism.                                      | 15 | 3.47 | 100.0 |                   | 53%                            | 47%                  |                            |
| 68. Understands departmental policies and procedures.                                                      | 15 | 3.33 | 93.3  | 7%                | 53%                            | 40%                  |                            |
| 69. Anticipates problems that may affect the department.                                                   | 15 | 3.20 | 93.3  | 7%                | 67%                            | 27%                  |                            |
| 70. Effective in communicating with others within the organization.                                        | 15 | 3.27 | 100.0 |                   | 73%                            | 27%                  |                            |
| 71. Able to use corporate politics to advance department objectives.                                       | 15 | 3.20 | 86.7  | 13%               | 53%                            | 33%                  |                            |
| 72. Adept at navigating within the culture of the department.                                              | 15 | 3.27 | 93.3  | 7%                | 60%                            | 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  |
|------------------------------------------------------------------------------------------------------------|------|------|---------|
| 64. Gets things done through the department.                                                               | 3.41 | 3.53 | +0.12 ▲ |
| 65. Understands the current organizational culture.                                                        | 3.41 | 3.40 | -0.01 ▼ |
| 66. Is aware of other organizational cultures to compare/contrast with the current organizational culture. | 3.47 | 3.33 | -0.14 ▼ |
| 67. Able to deal with sensitive issues with tact and professionalism.                                      | 3.29 | 3.47 | +0.17 ▲ |
| 68. Understands departmental policies and procedures.                                                      | 3.53 | 3.33 | -0.20 ▼ |
| 69. Anticipates problems that may affect the department.                                                   | 3.18 | 3.20 | +0.02 ▲ |
| 70. Effective in communicating with others within the organization.                                        | 3.24 | 3.27 | +0.03 ▲ |
| 71. Able to use corporate politics to advance department objectives.                                       | 3.12 | 3.20 | +0.08 ▲ |
| 72. Adept at navigating within the culture of the department.                                              | 3.18 | 3.27 | +0.09 ▲ |

#### Comments:

- \_\_\_ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
-

\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization.

She is very customer and system focused.

- She could benefit from understanding about how to create resolution and clarity.
- \_\_\_ has made good judgements in hiring top notch employees.
- \_\_\_ always has the customer at the center of focus.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

## 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?

- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- \_\_\_\_ takes people where they want to go and pushes them to be their own success.
- \_\_\_\_'s dedication and leadership in the management development program is evident.
- \_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

### What do you like best about working with this individual?

- \_\_\_\_ 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.
- \_\_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- \_\_\_\_ excels at customer service and keeping our team focused on the customer.
- Expectations are not always clearly communicated/outlined.
- She encourages teammates more as a peer than a coach.
- \_\_\_\_ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.

### What do you like least about working with this individual?

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- She truly is the best Manager I have ever had.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- Your initiative influences others in a positive way.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- I honestly cannot think of anything to recommend that would help her to improve at this point.

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

- I appreciate the straight forward style of leadership \_\_\_\_ uses.
- I have also had the pleasure of partnering with \_\_\_\_ in our Core Competency leader learning. \_\_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- Positive energy and a team player.
- \_\_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- \_\_\_\_ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.

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

- \_\_\_\_ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- She has been influential in our focus on the future.
- \_\_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- She is smart, quick, compassionate, and thorough.
- \_\_\_\_ is always professional during interactions with staff.
- I have worked on several performance improvement projects with \_\_\_\_ and have appreciated her knowledge and reliability with collaboration.

### Any final comments?

- \_\_\_\_ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- She is decisive about budgets, emergency preparedness, and safety.
- \_\_\_\_ is approachable and professional in her interaction with staff and with customers.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- \_\_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- \_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.