



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

September 2026

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

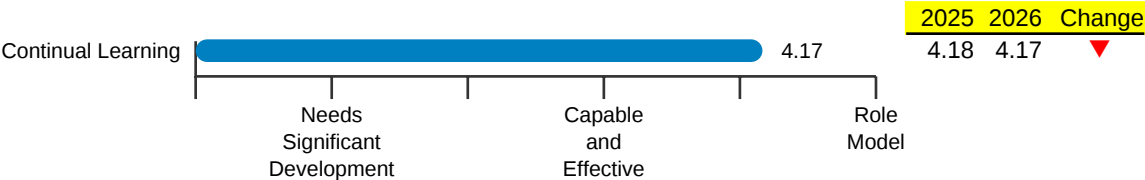
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

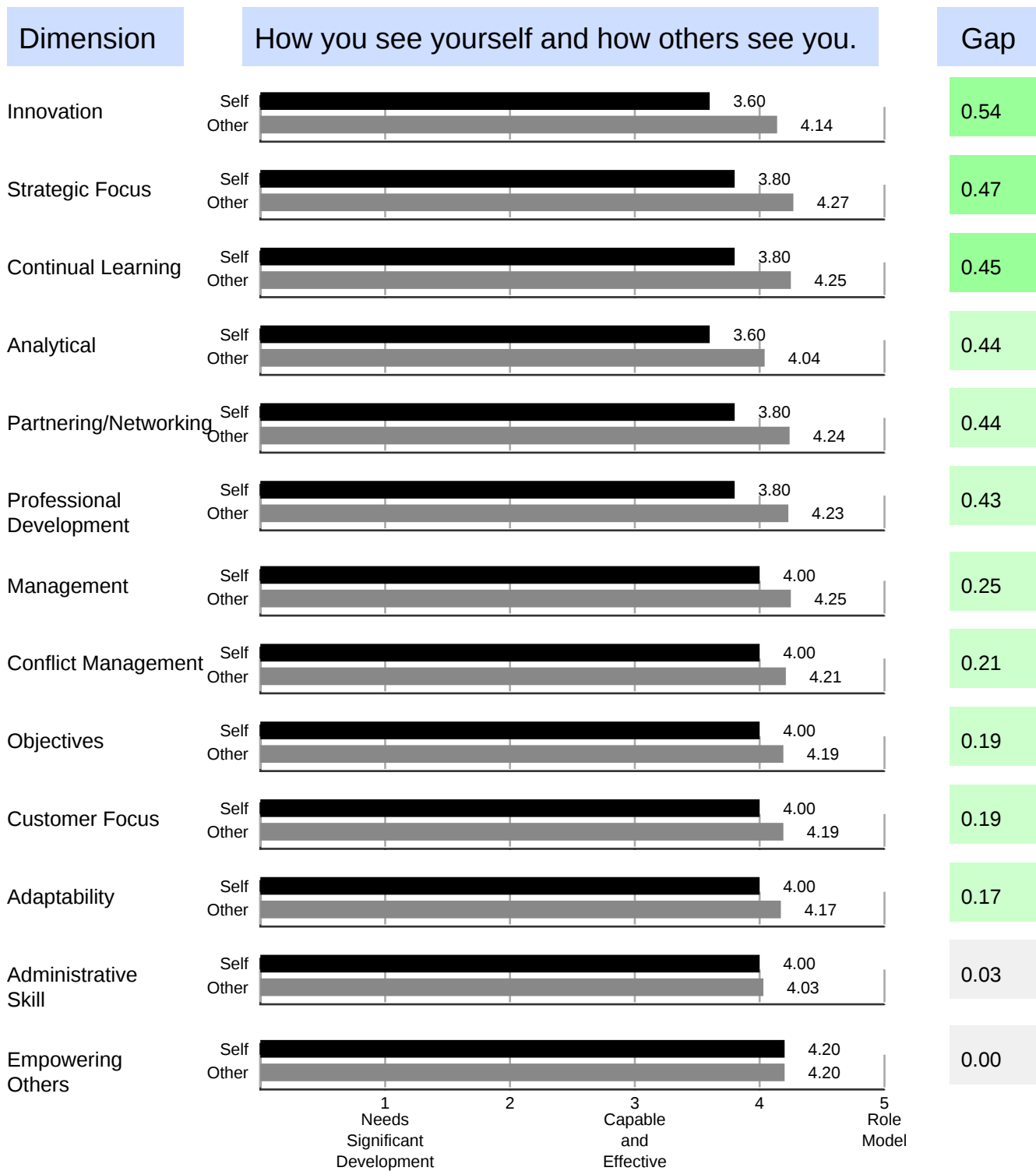
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 1 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Continual 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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
1. Stays informed about industry changes and integrates new information into decision-making and planning.	15	4.13	80.0	20%	47%			33%
2. Actively acknowledges employees' development milestones, reinforcing that continual learning is an expected part of performance.	15	4.33	100.0		67%			33%
3. Follows up with employees after training sessions to confirm understanding and identify any additional learning needs.	15	4.33	93.3	7%	53%			40%
4. Keeps skills fresh by consistently exploring updates in software, tools, and operational practices.	15	4.07	86.7	13%	67%			20%
5. Creates a workplace environment where learning is encouraged, supported, and recognized as essential to success.	14	4.21	85.7	14%	50%			36%
6. Encourages employees to take courses relevant to their job.	15	4.33	93.3	7%	53%			40%
7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	86.7	13%	40%			47%
8. Quickly acquire and apply new knowledge and skills when needed	15	4.07	80.0	20%	53%			27%
9. Allows employees to fully participate in employee training and professional development.	15	4.13	80.0	20%	47%			33%
10. Seeks opportunities for continuous learning.	15	4.13	86.7	13%	60%			27%
11. Organizes and sequences tasks based on urgency, impact, and resource availability.	15	4.67	100.0		33%		67%	
12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.20	86.7	7%	7%	47%		40%
13. Finds opportunities to recognize the accomplishments of high performers.	14	3.64	57.1	14%	29%	36%		21%
14. Clarifies key deliverables and dependencies across project phases.	14	4.14	85.7	7%	7%	50%		36%
15. Fosters ongoing, two-way communication within the team.	15	4.47	93.3	7%	40%			53%

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Remains composed and productive when circumstances shift suddenly, modeling calm responsiveness for the team.	15	4.00	66.7	7%	27%	27%	40%	
17. Successfully handles the implementation of the reorganization.	15	3.87	66.7		33%	47%	20%	
18. Recognizes and implements changes to enhance efficiency and effectiveness.	15	4.20	86.7	7%	7%	47%	40%	
19. Provides guidance and reassurance to team members who are struggling with new processes or changing expectations.	15	4.33	86.7		13%	40%	47%	
20. Able to adjust to changing environments. 4	15	4.40	100.0			60%	40%	
21. Checks facts by cross-referencing the evidence with other reliable sources.	15	3.93	73.3		27%	53%	20%	
22. Considers both risks and costs alongside the potential benefits and success rates when making decisions.	15	4.00	66.7	13%	20%	20%	47%	
23. Meticulously records and maintains logs of observations/measurements.	15	4.07	80.0		20%	53%	27%	
24. Builds complex financial models to project future revenues, expenses, and cash flows based on historical data and assumptions.	15	4.00	73.3	13%	13%	33%	40%	
25. Organizes information for decision making. 5	15	4.07	86.7		13%	67%	20%	
26. Uses calendars, task lists, or project-tracking tools to organize responsibilities and monitor deadlines.	15	4.00	80.0	7%	13%	53%	27%	
27. Uses document-management software to store, categorize, and retrieve files efficiently.	15	3.67	66.7	20%	13%	47%	20%	
28. Prepares thoroughly for meetings by reviewing materials, organizing notes, and arriving on time.	15	4.40	86.7		13%	33%	53%	
29. Follows established policies and procedures.	15	4.07	80.0		20%	53%	27%	
30. Plans and prioritizes facets/aspects of project workloads to keep on schedule. 6	14	4.00	92.9	7%		86%	7%	
31. Analyzes current procedures	15	4.27	93.3	7%		60%	33%	

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
32. Challenges existing work processes/products to enhance value.	14	4.14	92.9	7%		71%		21%
33. Optimizes innovative ideas for maximum success.	15	4.27	100.0			73%		27%
34. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes.	15	4.40	93.3	7%		47%		47%
35. Fosters a creative and innovative work environment. 7	15	3.47	53.3	13%	33%		47%	7%
36. Demonstrates the ability to shift focus fluidly between objectives without losing accuracy, quality, or follow-through.	15	4.20	93.3	7%		67%		27%
37. Encourages and assists employees in achieving their objectives.	15	4.27	93.3	7%		60%		33%
38. Reframes objectives when obstacles arise, identifying alternative pathways to achieve the intended outcomes.	15	4.00	80.0	20%		60%		20%
39. Provides the necessary resources and guidance for employees to achieve their objectives.	15	4.07	86.7	7%	7%	60%		27%
40. Understands the reasons for assigned objectives. 8	15	4.33	100.0			67%		33%
41. Manages customer accounts with high degree of competence.	15	3.93	80.0	13%	7%	53%		27%
42. Looks for opportunities that have a positive impact on customers.	15	4.33	93.3	7%		47%		47%
43. Anticipates customer needs.	15	4.13	86.7	13%		60%		27%
44. Addresses the needs of the customers.	15	4.20	100.0			80%		20%
45. Shows new team members what a positive customer service attitude looks like. 9	15	4.27	86.7	7%	7%	40%		47%
46. Encourages employees to define their own goals and success metrics for assigned work.	15	4.40	93.3	7%		47%		47%
47. Fosters a sense of ownership and accountability for the process/product.	15	4.20	93.3	7%		67%		27%
48. Offers opportunities for employees to lead initiatives aligned with their career aspirations.	15	4.07	86.7	13%		53%		33%

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
49. Empowers employees to structure their work hours to maximize their productivity.	15	4.27	93.3	7%	53%			40%
50. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level. 10	15	4.07	80.0	20%	53%			27%
51. Develops partnerships with other colleagues in the industry.	15	4.33	93.3	7%	47%			47%
52. Effectively develops networks with colleagues that have shared interests.	15	4.13	86.7	13%	60%			27%
53. Engages in collaborative problem-solving to address shared challenges.	15	4.33	100.0		67%			33%
54. Develops important industry contacts to facilitate business goals.	15	4.27	93.3	7%	60%			33%
55. Facilitates cross-functional collaboration and information sharing between various stakeholders. 11	15	4.00	80.0	20%	60%			20%
56. Encourages both sides to make compromises to resolve the conflict.	15	4.47	93.3	7%	40%			53%
57. Uses role definitions to depersonalize conflict, helping team members focus on responsibilities rather than personalities.	15	3.60	66.7	13%	20%	60%		7%
58. Tries to understand others' point of view before making judgments	15	4.47	93.3	7%	40%			53%
59. Promotes mutual compromise to achieve conflict resolution.	15	4.33	93.3	7%	53%			40%
60. Crafts messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner. 12	15	4.13	86.7	13%	60%			27%
61. Develops strategies to effectively use company resources and exploit potential opportunities.	15	4.27	86.7	13%	47%			40%
62. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	15	4.27	93.3	7%	60%			33%
63. Evaluates multiple long-term scenarios and selects strategies that position the organization to remain competitive under a range of future market conditions.	15	4.47	100.0		53%			47%

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
64. Creates a strategy to achieve departmental objectives.	15	3.87	80.0	7%	13%	67%		13%
65. Coordinates the implementation of the strategy with stakeholders.	15	4.33	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	2025	2026	Change
1. Stays informed about industry changes and integrates new information into decision-making and planning.	4.00	4.13	+0.13 ▲
2. Actively acknowledges employees' development milestones, reinforcing that continual learning is an expected part of performance.	4.40	4.33	-0.07 ▼
3. Follows up with employees after training sessions to confirm understanding and identify any additional learning needs.	4.47	4.33	-0.13 ▼
4. Keeps skills fresh by consistently exploring updates in software, tools, and operational practices.	4.47	4.07	-0.40 ▼
5. Creates a workplace environment where learning is encouraged, supported, and recognized as essential to success.	4.20	4.21	+0.01 ▲
6. Encourages employees to take courses relevant to their job.	4.13	4.33	+0.20 ▲
7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	4.33	4.33	
8. Quickly acquire and apply new knowledge and skills when needed	4.20	4.07	-0.13 ▼
9. Allows employees to fully participate in employee training and professional development.	4.67	4.13	-0.53 ▼
10. Seeks opportunities for continuous learning.	4.47	4.13	-0.33 ▼
11. Organizes and sequences tasks based on urgency, impact, and resource availability.	4.20	4.67	+0.47 ▲
12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.93	4.20	+0.27 ▲
13. Finds opportunities to recognize the accomplishments of high performers.	4.47	3.64	-0.82 ▼
14. Clarifies key deliverables and dependencies across project phases.	4.00	4.14	+0.14 ▲
15. Fosters ongoing, two-way communication within the team.	4.27	4.47	+0.20 ▲
16. Remains composed and productive when circumstances shift suddenly, modeling calm responsiveness for the team.	3.64	4.00	+0.36 ▲
17. Successfully handles the implementation of the reorganization.	4.33	3.87	-0.47 ▼
18. Recognizes and implements changes to enhance efficiency and effectiveness.	3.93	4.20	+0.27 ▲

Item	2025	2026	Change
19. Provides guidance and reassurance to team members who are struggling with new processes or changing expectations.	4.33	4.33	
20. Able to adjust to changing environments. 4	3.60	4.40	+0.80 ▲
21. Checks facts by cross-referencing the evidence with other reliable sources.	4.20	3.93	-0.27 ▼
22. Considers both risks and costs alongside the potential benefits and success rates when making decisions.	4.20	4.00	-0.20 ▼
23. Meticulously records and maintains logs of observations/measurements.	4.13	4.07	-0.07 ▼
24. Builds complex financial models to project future revenues, expenses, and cash flows based on historical data and assumptions.	3.80	4.00	+0.20 ▲
25. Organizes information for decision making. 5	4.13	4.07	-0.07 ▼
26. Uses calendars, task lists, or project-tracking tools to organize responsibilities and monitor deadlines.	4.47	4.00	-0.47 ▼
27. Uses document-management software to store, categorize, and retrieve files efficiently.	4.00	3.67	-0.33 ▼
28. Prepares thoroughly for meetings by reviewing materials, organizing notes, and arriving on time.	4.33	4.40	+0.07 ▲
29. Follows established policies and procedures.	4.07	4.07	
30. Plans and prioritizes facets/aspects of project workloads to keep on schedule. 6	4.00	4.00	
31. Analyzes current procedures and identifies opportunities for improvement.	4.27	4.27	
32. Challenges existing work processes/products to enhance value.	4.20	4.14	-0.06 ▼
33. Optimizes innovative ideas for maximum success.	3.67	4.27	+0.60 ▲
34. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes.	4.00	4.40	+0.40 ▲
35. Fosters a creative and innovative work environment. 7	4.20	3.47	-0.73 ▼
36. Demonstrates the ability to shift focus fluidly between objectives without losing accuracy, quality, or follow-through.	4.00	4.20	+0.20 ▲
37. Encourages and assists employees in achieving their objectives.	4.21	4.27	+0.05 ▲
38. Reframes objectives when obstacles arise, identifying alternative pathways to achieve the intended outcomes.	4.07	4.00	-0.07 ▼
39. Provides the necessary resources and guidance for employees to achieve their objectives.	3.87	4.07	+0.20 ▲
40. Understands the reasons for assigned objectives. 8	4.27	4.33	+0.07 ▲
41. Manages customer accounts with high degree of competence.	3.87	3.93	+0.07 ▲
42. Looks for opportunities that have a positive impact on customers.	4.13	4.33	+0.20 ▲
43. Anticipates customer needs.	4.20	4.13	-0.07 ▼
44. Addresses the needs of the customers.	4.87	4.20	-0.67 ▼
45. Shows new team members what a positive customer service attitude looks like. 9	4.27	4.27	

Item	2025	2026	Change
46. Encourages employees to define their own goals and success metrics for assigned work.	4.13	4.40	+0.27 ▲
47. Fosters a sense of ownership and accountability for the process/product.	4.07	4.20	+0.13 ▲
48. Offers opportunities for employees to lead initiatives aligned with their career aspirations.	4.00	4.07	+0.07 ▲
49. Empowers employees to structure their work hours to maximize their productivity.	4.13	4.27	+0.13 ▲
50. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level. 10	4.20	4.07	-0.13 ▼
51. Develops partnerships with other colleagues in the industry.	4.13	4.33	+0.20 ▲
52. Effectively develops networks with colleagues that have shared interests.	4.40	4.13	-0.27 ▼
53. Engages in collaborative problem-solving to address shared challenges.	4.07	4.33	+0.27 ▲
54. Develops important industry contacts to facilitate business goals.	4.07	4.27	+0.20 ▲
55. Facilitates cross-functional collaboration and information sharing between various stakeholders. 11	4.27	4.00	-0.27 ▼
56. Encourages both sides to make compromises to resolve the conflict.	4.07	4.47	+0.40 ▲
57. Uses role definitions to depersonalize conflict, helping team members focus on responsibilities rather than personalities.	4.07	3.60	-0.47 ▼
58. Tries to understand others' point of view before making judgments	4.27	4.47	+0.20 ▲
59. Promotes mutual compromise to achieve conflict resolution.	4.40	4.33	-0.07 ▼
60. Crafts messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner. 12	4.27	4.13	-0.13 ▼
61. Develops strategies to effectively use company resources and exploit potential opportunities.	4.20	4.27	+0.07 ▲
62. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	4.33	4.27	-0.07 ▼
63. Evaluates multiple long-term scenarios and selects strategies that position the organization to remain competitive under a range of future market conditions.	4.20	4.47	+0.27 ▲
64. Creates a strategy to achieve departmental objectives.	4.27	3.87	-0.40 ▼
65. Coordinates the implementation of the strategy with stakeholders.	4.60	4.33	-0.27 ▼

Professional Development

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
6. Encourages employees to take courses relevant to their job.	15	4.33	93.3	7%	53%	40%		
7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.33	86.7	13%	40%	47%		
8. Quickly acquire and apply new knowledge and skills when needed	15	4.07	80.0	20%	53%	27%		
9. Allows employees to fully participate in employee training and professional development.	15	4.13	80.0	20%	47%	33%		
10. Seeks opportunities for continuous learning. 2	15	4.13	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	2025	2026	Change
6. Encourages employees to take courses relevant to their job.	4.13	4.33	+0.20 ▲
7. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	4.33	4.33	
8. Quickly acquire and apply new knowledge and skills when needed	4.20	4.07	-0.13 ▼
9. Allows employees to fully participate in employee training and professional development.	4.67	4.13	-0.53 ▼
10. Seeks opportunities for continuous learning. 2	4.47	4.13	-0.33 ▼

Management

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
11. Organizes and sequences tasks based on urgency, impact, and resource availability.	15	4.67	100.0					
12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.20	86.7	7%	7%	47%	40%	
13. Finds opportunities to recognize the accomplishments of high performers.	14	3.64	57.1	14%	29%	36%	21%	
14. Clarifies key deliverables and dependencies across project phases.	14	4.14	85.7	7%	7%	50%	36%	
15. Fosters ongoing, two-way communication within the team. 3	15	4.47	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	2025	2026	Change
11. Organizes and sequences tasks based on urgency, impact, and resource availability.	4.20	4.67	+0.47 ▲
12. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.93	4.20	+0.27 ▲
13. Finds opportunities to recognize the accomplishments of high performers.	4.47	3.64	-0.82 ▼
14. Clarifies key deliverables and dependencies across project phases.	4.00	4.14	+0.14 ▲
15. Fosters ongoing, two-way communication within the team. 3	4.27	4.47	+0.20 ▲

Adaptability

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
16. Remains composed and productive when circumstances shift suddenly, modeling calm responsiveness for the team.	15	4.00	66.7	7%	27%	27%	40%	
17. Successfully handles the implementation of the reorganization.	15	3.87	66.7		33%	47%	20%	
18. Recognizes and implements changes to enhance efficiency and effectiveness.	15	4.20	86.7	7%	7%	47%	40%	
19. Provides guidance and reassurance to team members who are struggling with new processes or changing expectations.	15	4.33	86.7	13%	40%	47%		
20. Able to adjust to changing environments. 4	15	4.40	100.0		60%	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	2025	2026	Change
16. Remains composed and productive when circumstances shift suddenly, modeling calm responsiveness for the team.	3.64	4.00	+0.36 ▲
17. Successfully handles the implementation of the reorganization.	4.33	3.87	-0.47 ▼
18. Recognizes and implements changes to enhance efficiency and effectiveness.	3.93	4.20	+0.27 ▲
19. Provides guidance and reassurance to team members who are struggling with new processes or changing expectations.	4.33	4.33	
20. Able to adjust to changing environments. 4	3.60	4.40	+0.80 ▲

Analytical

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
21. Checks facts by cross-referencing the evidence with other reliable sources.	15	3.93	73.3	27%		53%		20%
22. Considers both risks and costs alongside the potential benefits and success rates when making decisions.	15	4.00	66.7	13%	20%	20%	47%	
23. Meticulously records and maintains logs of observations/measurements.	15	4.07	80.0	20%		53%		27%
24. Builds complex financial models to project future revenues, expenses, and cash flows based on historical data and assumptions.	15	4.00	73.3	13%	13%	33%		40%
25. Organizes information for decision making. 5	15	4.07	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	2025	2026	Change
21. Checks facts by cross-referencing the evidence with other reliable sources.	4.20	3.93	-0.27 ▼
22. Considers both risks and costs alongside the potential benefits and success rates when making decisions.	4.20	4.00	-0.20 ▼
23. Meticulously records and maintains logs of observations/measurements.	4.13	4.07	-0.07 ▼
24. Builds complex financial models to project future revenues, expenses, and cash flows based on historical data and assumptions.	3.80	4.00	+0.20 ▲
25. Organizes information for decision making. 5	4.13	4.07	-0.07 ▼

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
26. Uses calendars, task lists, or project-tracking tools to organize responsibilities and monitor deadlines.	15	4.00	80.0	7%	13%	53%		27%
27. Uses document-management software to store, categorize, and retrieve files efficiently.	15	3.67	66.7	20%	13%	47%		20%
28. Prepares thoroughly for meetings by reviewing materials, organizing notes, and arriving on time.	15	4.40	86.7	13%	33%	53%		
29. Follows established policies and procedures.	15	4.07	80.0	20%		53%		27%
30. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	14	4.00	92.9	7%		86%		7%

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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	2025	2026	Change
26. Uses calendars, task lists, or project-tracking tools to organize responsibilities and monitor deadlines.	4.47	4.00	-0.47 ▼
27. Uses document-management software to store, categorize, and retrieve files efficiently.	4.00	3.67	-0.33 ▼
28. Prepares thoroughly for meetings by reviewing materials, organizing notes, and arriving on time.	4.33	4.40	+0.07 ▲
29. Follows established policies and procedures.	4.07	4.07	
30. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	4.00	4.00	

6

Innovation

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
31. Analyzes current procedures and identifies opportunities for improvement.	15	4.27	93.3	7%	60%			33%
32. Challenges existing work processes/products to enhance value.	14	4.14	92.9	7%	71%			21%
33. Optimizes innovative ideas for maximum success.	15	4.27	100.0		73%			27%
34. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes.	15	4.40	93.3	7%	47%			47%
35. Fosters a creative and innovative work environment. 7	15	3.47	53.3	13%	33%		47%	7%

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	2025	2026	Change
31. Analyzes current procedures and identifies opportunities for improvement.	4.27	4.27	
32. Challenges existing work processes/products to enhance value.	4.20	4.14	-0.06 ▼
33. Optimizes innovative ideas for maximum success.	3.67	4.27	+0.60 ▲
34. Fine-tunes innovative strategies to maximize resource utilization and achieve desired outcomes.	4.00	4.40	+0.40 ▲
35. Fosters a creative and innovative work environment. 7	4.20	3.47	-0.73 ▼

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
36. Demonstrates the ability to shift focus fluidly between objectives without losing accuracy, quality, or follow-through.	15	4.20	93.3	7%	67%			27%
37. Encourages and assists employees in achieving their objectives.	15	4.27	93.3	7%	60%			33%
38. Reframes objectives when obstacles arise, identifying alternative pathways to achieve the intended outcomes.	15	4.00	80.0	20%	60%			20%
39. Provides the necessary resources and guidance for employees to achieve their objectives.	15	4.07	86.7	7%	7%	60%		27%
40. Understands the reasons for assigned objectives.	15	4.33	100.0		67%			33%

8

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	2025	2026	Change
36. Demonstrates the ability to shift focus fluidly between objectives without losing accuracy, quality, or follow-through.	4.00	4.20	+0.20 ▲
37. Encourages and assists employees in achieving their objectives.	4.21	4.27	+0.05 ▲
38. Reframes objectives when obstacles arise, identifying alternative pathways to achieve the intended outcomes.	4.07	4.00	-0.07 ▼
39. Provides the necessary resources and guidance for employees to achieve their objectives.	3.87	4.07	+0.20 ▲
40. Understands the reasons for assigned objectives.	4.27	4.33	+0.07 ▲

8

Customer Focus

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
41. Manages customer accounts with high degree of competence.	15	3.93	80.0	13%	7%	53%		27%
42. Looks for opportunities that have a positive impact on customers.	15	4.33	93.3	7%		47%		47%
43. Anticipates customer needs.	15	4.13	86.7		13%	60%		27%
44. Addresses the needs of the customers.	15	4.20	100.0			80%		20%
45. Shows new team members what a positive customer service attitude looks like.	15	4.27	86.7	7%	7%	40%		47%

9

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	2025	2026	Change
41. Manages customer accounts with high degree of competence.	3.87	3.93	+0.07 ▲
42. Looks for opportunities that have a positive impact on customers.	4.13	4.33	+0.20 ▲
43. Anticipates customer needs.	4.20	4.13	-0.07 ▼
44. Addresses the needs of the customers.	4.87	4.20	-0.67 ▼
45. Shows new team members what a positive customer service attitude looks like.	4.27	4.27	

9

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
46. Encourages employees to define their own goals and success metrics for assigned work.	15	4.40	93.3	7%	47%	47%		
47. Fosters a sense of ownership and accountability for the process/product.	15	4.20	93.3	7%	67%			27%
48. Offers opportunities for employees to lead initiatives aligned with their career aspirations.	15	4.07	86.7	13%	53%			33%
49. Empowers employees to structure their work hours to maximize their productivity.	15	4.27	93.3	7%	53%			40%
50. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	4.07	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	2025	2026	Change
46. Encourages employees to define their own goals and success metrics for assigned work.	4.13	4.40	+0.27 ▲
47. Fosters a sense of ownership and accountability for the process/product.	4.07	4.20	+0.13 ▲
48. Offers opportunities for employees to lead initiatives aligned with their career aspirations.	4.00	4.07	+0.07 ▲
49. Empowers employees to structure their work hours to maximize their productivity.	4.13	4.27	+0.13 ▲
50. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	4.20	4.07	-0.13 ▼

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
51. Develops partnerships with other colleagues in the industry.	15	4.33	93.3	7%	47%		47%	
52. Effectively develops networks with colleagues that have shared interests.	15	4.13	86.7	13%	60%			27%
53. Engages in collaborative problem-solving to address shared challenges.	15	4.33	100.0		67%			33%
54. Develops important industry contacts to facilitate business goals.	15	4.27	93.3	7%	60%			33%
55. Facilitates cross-functional collaboration and information sharing between various stakeholders.	15	4.00	80.0	20%	60%			20%

11

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	2025	2026	Change
51. Develops partnerships with other colleagues in the industry.	4.13	4.33	+0.20 ▲
52. Effectively develops networks with colleagues that have shared interests.	4.40	4.13	-0.27 ▼
53. Engages in collaborative problem-solving to address shared challenges.	4.07	4.33	+0.27 ▲
54. Develops important industry contacts to facilitate business goals.	4.07	4.27	+0.20 ▲
55. Facilitates cross-functional collaboration and information sharing between various stakeholders.	4.27	4.00	-0.27 ▼

11

Conflict Management

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
56. Encourages both sides to make compromises to resolve the conflict.	15	4.47	93.3	7%	40%	53%		
57. Uses role definitions to depersonalize conflict, helping team members focus on responsibilities rather than personalities.	15	3.60	66.7	13%	20%	60%		7%
58. Tries to understand others' point of view before making judgments	15	4.47	93.3	7%	40%	53%		
59. Promotes mutual compromise to achieve conflict resolution.	15	4.33	93.3	7%	53%	40%		
60. Crafts messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner.	15	4.13	86.7	13%	60%	27%		

12

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	2025	2026	Change
56. Encourages both sides to make compromises to resolve the conflict.	4.07	4.47	+0.40 ▲
57. Uses role definitions to depersonalize conflict, helping team members focus on responsibilities rather than personalities.	4.07	3.60	-0.47 ▼
58. Tries to understand others' point of view before making judgments	4.27	4.47	+0.20 ▲
59. Promotes mutual compromise to achieve conflict resolution.	4.40	4.33	-0.07 ▼
60. Crafts messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner.	4.27	4.13	-0.13 ▼

12

Strategic Focus

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 Significant Development) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Development 1	2	Capable and Effective 3	4	Role Model 5
61. Develops strategies to effectively use company resources and exploit potential opportunities.	15	4.27	86.7	13%	47%	40%		
62. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	15	4.27	93.3	7%	60%	33%		
63. Evaluates multiple long-term scenarios and selects strategies that position the organization to remain competitive under a range of future market conditions.	15	4.47	100.0		53%	47%		
64. Creates a strategy to achieve departmental objectives.	15	3.87	80.0	7%	13%	67%		13%
65. Coordinates the implementation of the strategy with stakeholders.	15	4.33	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	2025	2026	Change
61. Develops strategies to effectively use company resources and exploit potential opportunities.	4.20	4.27	+0.07 ▲
62. Analyzes the environment to develop strategies to achieve competitive advantage in the marketplace.	4.33	4.27	-0.07 ▼
63. Evaluates multiple long-term scenarios and selects strategies that position the organization to remain competitive under a range of future market conditions.	4.20	4.47	+0.27 ▲
64. Creates a strategy to achieve departmental objectives.	4.27	3.87	-0.40 ▼
65. Coordinates the implementation of the strategy with stakeholders.	4.60	4.33	-0.27 ▼

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?

What do you like best about working with this individual?

What do you like least about working with this individual?

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

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

Any final comments?