



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

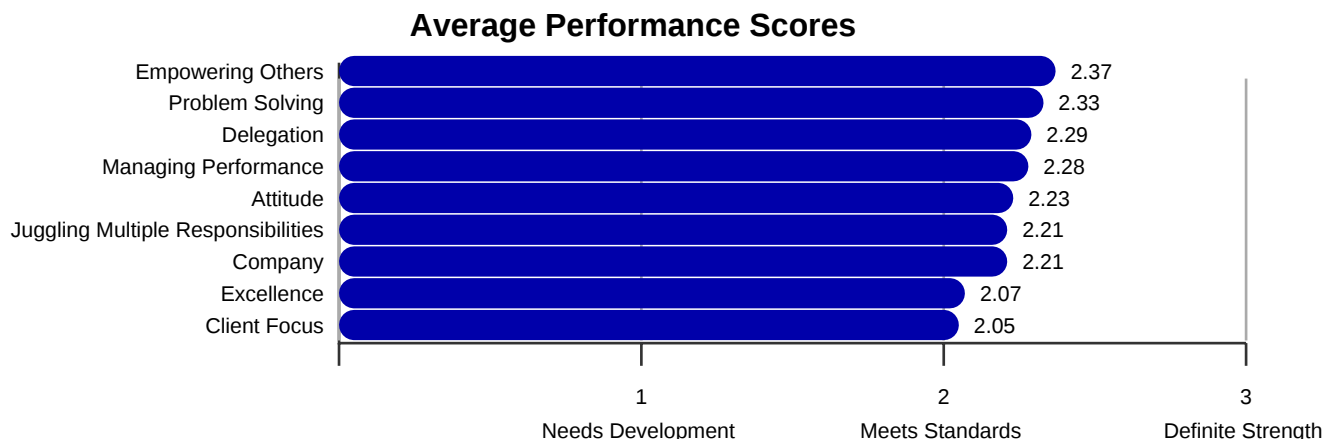
What to Do with Your Feedback

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

Summary

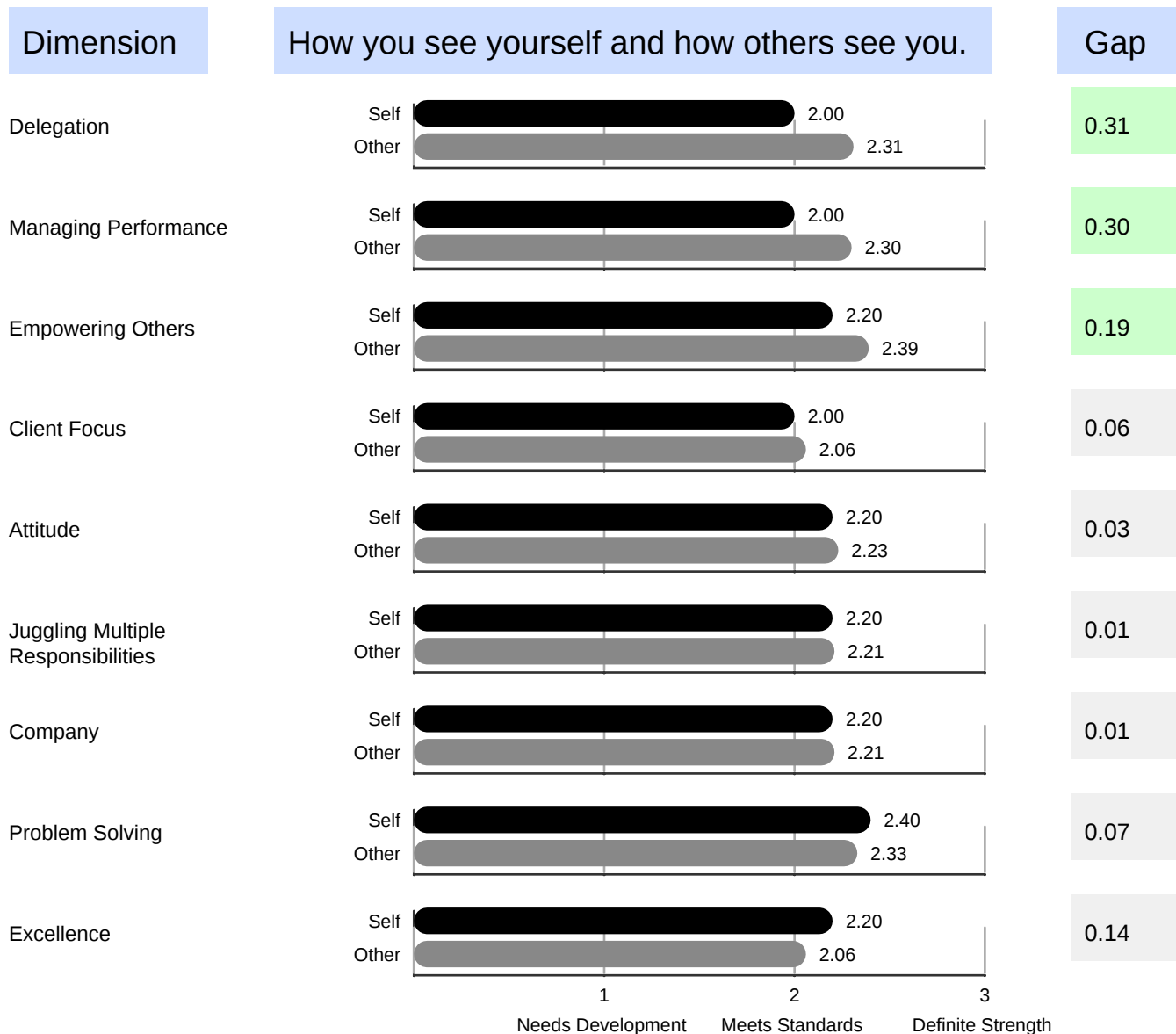
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Empowering Others

Definition:

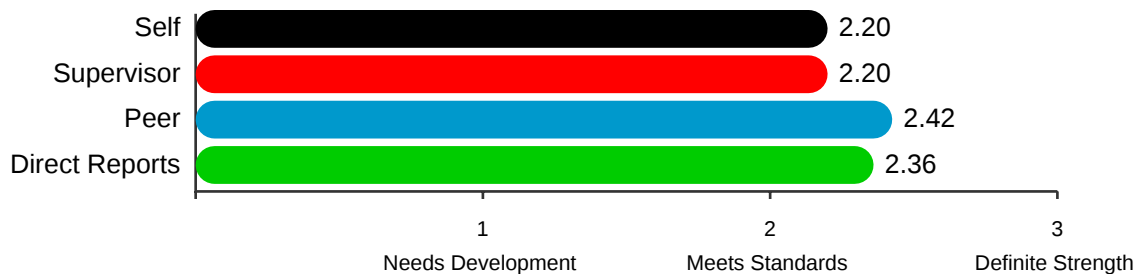
Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

Why this is Important:

When employees have autonomy, they feel trusted and motivated to contribute their best. Allowing flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. This flexibility acknowledges their personal needs and fosters a healthy work-life balance. Empowerment provides growth opportunities for employees and encourages employees to share their ideas, perspectives, and solutions. This creates an environment where they can learn, develop, and take on new challenges. Empowerment involves tailoring responsibilities to match employees' skill levels, allowing them to excel and grow.

Summary Scores:

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



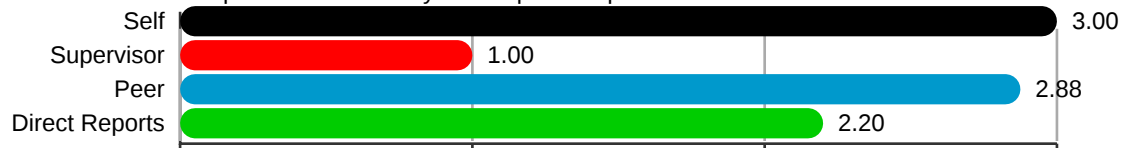
Scores on Each Item:

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

1. Assigns tasks that are within the skill levels of employees.



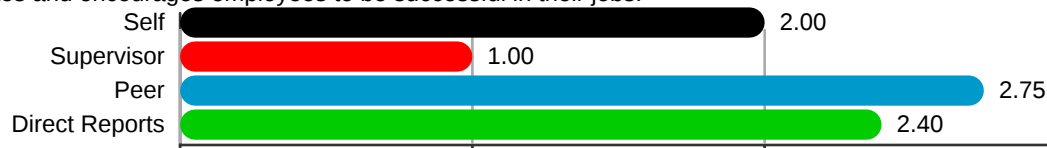
2. Fosters a sense of ownership and accountability for the process/product.



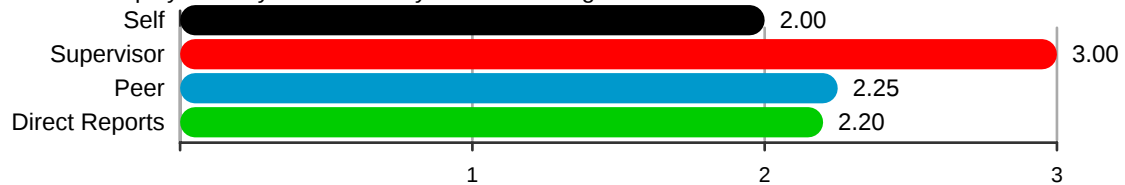
3. Encourages employees to solve problems on their own.



4. Motivates and encourages employees to be successful in their jobs.



5. Recognizes that employees may need flexibility in their working hours.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1 Meets Standards 2 2 Definite Strength 3 3		
1. Assigns tasks that are within the skill levels of employees.	15	2.27	33.3	7%	60%	33%
2. Fosters a sense of ownership and accountability for the process/product.	15	2.53	73.3	20%	7%	73%
3. Encourages employees to solve problems on their own.	15	2.33	40.0	7%	53%	40%
4. Motivates and encourages employees to be successful in their jobs.	15	2.47	53.3	7%	40%	53%
5. Recognizes that employees may need flexibility in their working hours.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.

Managing Performance

Definition:

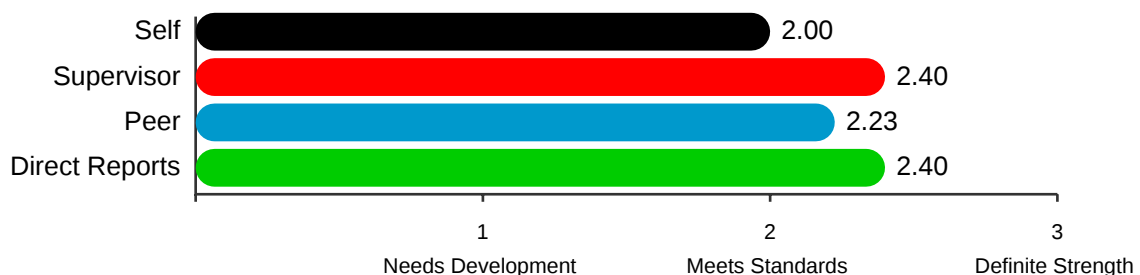
Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

Why this is Important:

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

Summary Scores:

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



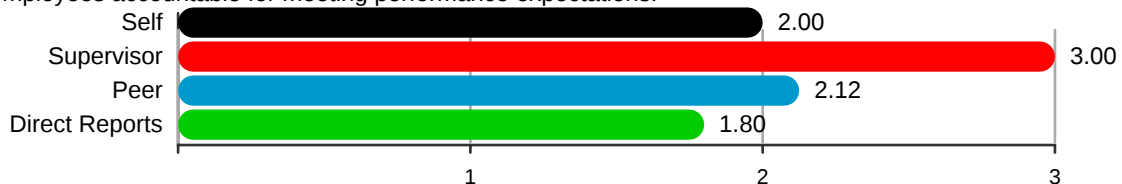
Scores on Each Item:

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

6. Obtains commitment from employees regarding completion of tasks.



7. Holds employees accountable for meeting performance expectations.



8. Awards new assignments to those who are most capable.



9. Provides additional responsibilities for employees that exceed performance standards.



10. Assigns responsibility for meeting specific objectives.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
6. Obtains commitment from employees regarding completion of tasks.	15	2.13	33.3	20%	47%	33%
7. Holds employees accountable for meeting performance expectations.	15	2.07	26.7	20%	53%	27%
8. Awards new assignments to those who are most capable.	15	2.33	40.0	7%	53%	40%
9. Provides additional responsibilities for employees that exceed performance standards.	15	2.40	53.3	13%	33%	53%
10. Assigns responsibility for meeting specific objectives.	15	2.47	60.0	13%	27%	60%

Comments:

- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.

Attitude

Definition:

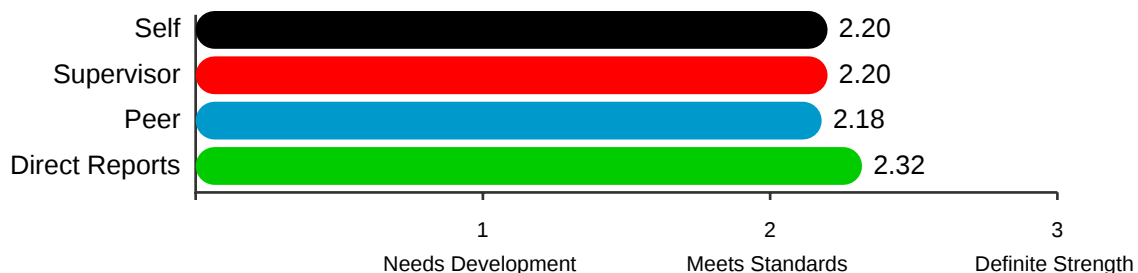
Attitude is the mindset and behavioral approach individuals bring to the workplace, reflecting optimism, emotional steadiness, and sincere concern for others through respectful, gracious, and approachable interactions. It is expressed through traits such as excellence, accountability, humility, and pride—manifested in volunteerism, flexibility, risk-taking, and a commitment to helping others. A strong attitude fosters growth by embracing feedback, learning from mistakes, and honoring others' time, while cultivating trust, enthusiasm, and psychological safety. Ultimately, it sets the tone for a culture of collaboration and continuous improvement, where confidence, resilience, and care for both people and outcomes define every interaction.

Why this is Important:

Attitude, as defined through those rich dimensions, plays a foundational role in shaping an organization's culture, employee engagement, and overall effectiveness. When individuals demonstrate respect, optimism, humility, resilience, and a genuine concern for others, it fosters psychological safety--allowing teams to collaborate with trust and creativity rather than fear or defensiveness. These traits not only drive performance and innovation, but they also signal a shared commitment to excellence, continuous learning, and collective success. Ultimately, the presence of strong attitudes across an organization elevates morale, strengthens relationships, and creates an environment where both people and results can flourish together.

Summary Scores:

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



Scores on Each Item:

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

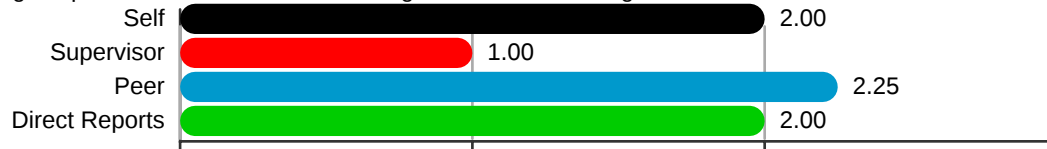
11. Demonstrates humility by embracing new ideas and feedback.



12. Offers constructive criticism.



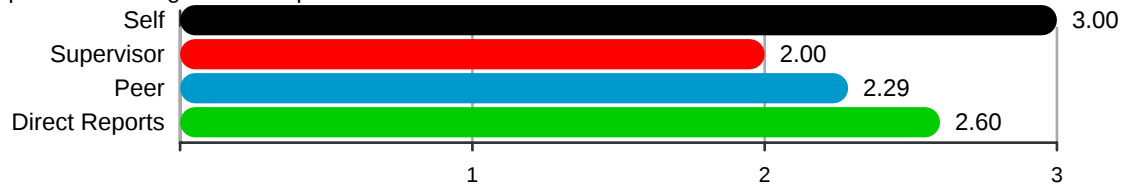
13. Encourages openness and constructive dialogue around the changes.



14. Demonstrates care and thoughtfulness in even the smallest tasks.



15. Builds open and trusting relationships.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
11. Demonstrates humility by embracing new ideas and feedback.	15	2.33	40.0	7%	53%	40%
12. Offers constructive criticism.	15	2.07	20.0	13%	67%	20%
13. Encourages openness and constructive dialogue around the changes.	15	2.07	26.7	20%	53%	27%
14. Demonstrates care and thoughtfulness in even the smallest tasks.	15	2.27	40.0	13%	47%	40%
15. Builds open and trusting relationships.	14	2.43	50.0	7%	43%	50%

Comments:

- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- Provide regular updates on the progress of work/tasks/projects.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- He is a team player and willing to help other departments and staff when needed.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.

Delegation

Definition:

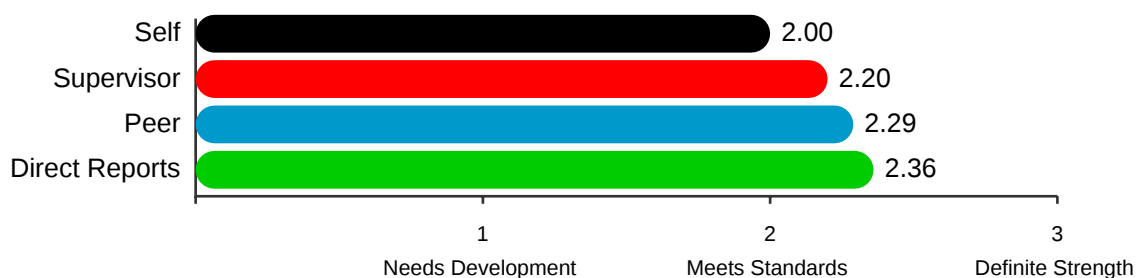
Delegation is the process by which a manager strategically assigns tasks by defining roles, identifying responsibilities, and selecting the right individuals based on their skills, expertise, and interests, ensuring that work aligns with business goals and fosters both productivity and engagement. Effective delegation involves clear communication, empowerment, and a balance between autonomy and supervision, allowing employees to take ownership while receiving the necessary support, resources, and guidance to succeed. Additionally, strong delegation promotes fair work distribution, career growth, and accountability, ensuring that assignments contribute to both employee development and organizational success while continuously assessing and refining delegation strategies for optimal outcomes.

Why this is Important:

Delegation is essential for organizations and companies because it optimizes efficiency, enhances employee engagement, and strengthens leadership. By strategically assigning tasks based on skills, expertise, and growth opportunities, companies ensure that work is distributed fairly and effectively, leading to higher productivity and better resource management. Additionally, empowering employees through autonomy and accountability fosters a culture of trust, innovation, and professional development, which improves morale, reduces burnout, and encourages long-term retention. When done correctly, delegation aligns individual strengths with business goals, driving sustainable success while allowing leaders to focus on higher-level strategy and vision.

Summary Scores:

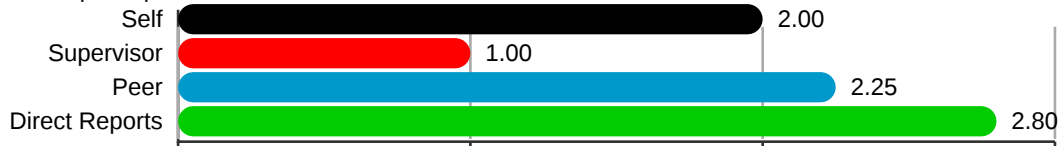
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

16. Welcomes the participation of talented subordinates.



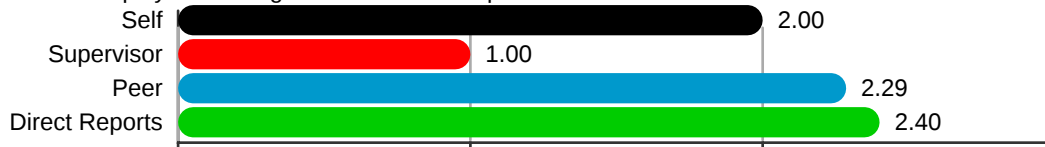
17. Communicates the purpose and context of delegated tasks to ensure shared understanding.



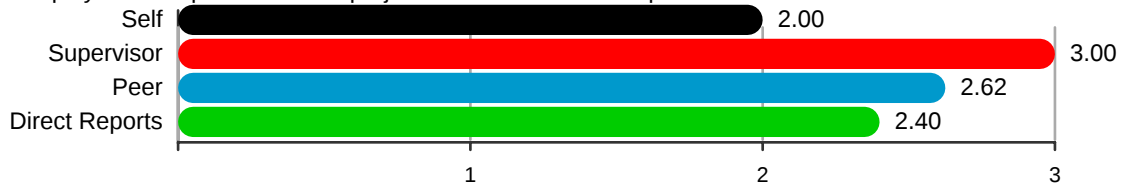
18. Supports the employee's autonomy without excessive supervision.



19. Assesses each employee's strengths and areas of expertise.



20. Matches employees' competencies with projects that maximize their potential.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
16. Welcomes the participation of talented subordinates.	15	2.33	46.7	13%	40%	47%
17. Communicates the purpose and context of delegated tasks to ensure shared understanding.	15	2.33	40.0	7%	53%	40%
18. Supports the employee's autonomy without excessive supervision.	14	2.00	14.3	14%	71%	14%
19. Assesses each employee's strengths and areas of expertise.	14	2.21	42.9	21%	36%	43%
20. Matches employees' competencies with projects that maximize their potential.	15	2.53	60.0	7%	33%	60%

Comments:

- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- _____ gives me feedback good and indifferent.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He is open to feedback and actively tries to improve.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- He has been a great addition to the department in this area.

Problem Solving

Definition:

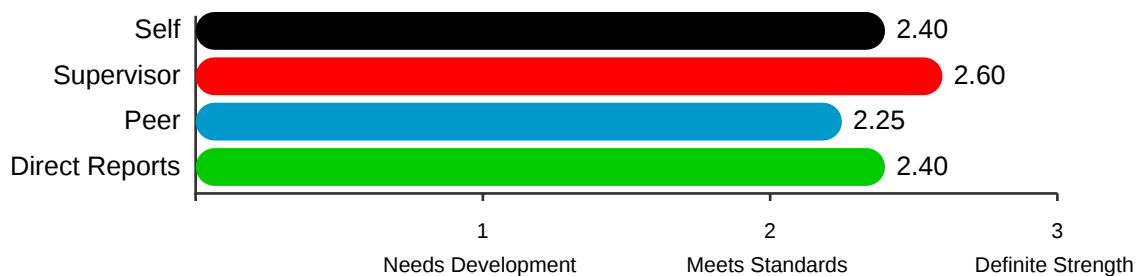
Problem solving involves identifying an issue and conducting a root cause analysis. This includes examining all contributing factors and collecting relevant information while considering the perspectives of others. Multiple solutions are developed through brainstorming, and these solutions are then evaluated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

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

21. Uses a consistent method to evaluate each potential solution against the defined criteria.



22. Pinpoints the origins of the issue to tackle the root causes and solve the problem at its source.



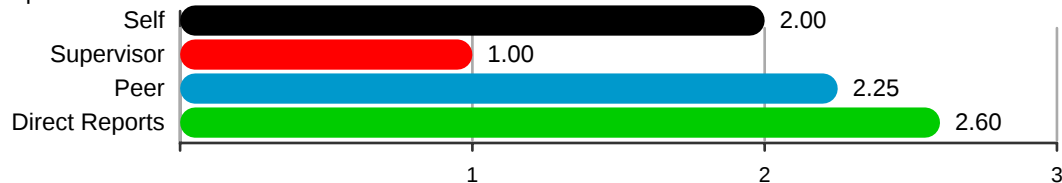
23. Assesses the size and impact of the problem to better understand where resources may be needed.



24. Involves the department in the problem-solving process to foster a sense of collective responsibility and investment in the outcome.



25. Identifies potential courses of action.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1 Meets Standards 2 2 Definite Strength 3 3		
21. Uses a consistent method to evaluate each potential solution against the defined criteria.	15	2.60	66.7	7%	27%	67%
22. Pinpoints the origins of the issue to tackle the root causes and solve the problem at its source.	15	2.33	40.0	7%	53%	40%
23. Assesses the size and impact of the problem to better understand where resources may be needed.	15	2.07	20.0	13%	67%	20%
24. Involves the department in the problem-solving process to foster a sense of collective responsibility and investment in the outcome.	15	2.40	53.3	13%	33%	53%
25. Identifies potential courses of action.	15	2.27	53.3	27%	20%	53%

Comments:

- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- He has been a great addition to the department in this area.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.

Juggling Multiple Responsibilities

Definition:

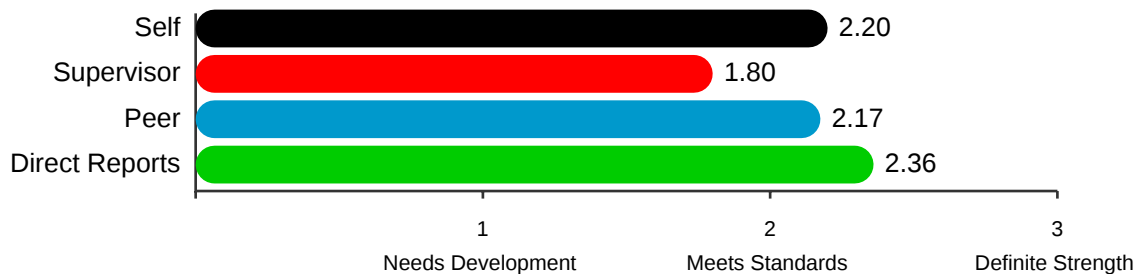
Manages time and decision making to accomplish multiple tasks simultaneously.
Multitasking saves time and increases productivity.

Why this is Important:

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

Summary Scores:

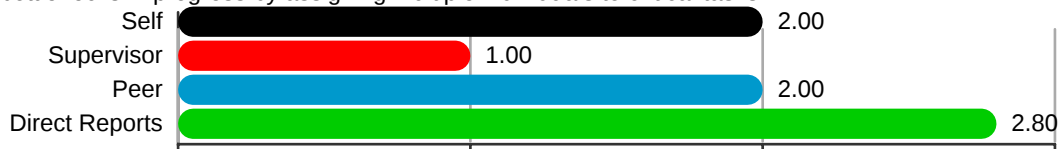
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

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



27. Switches attention to more urgent tasks when necessary.



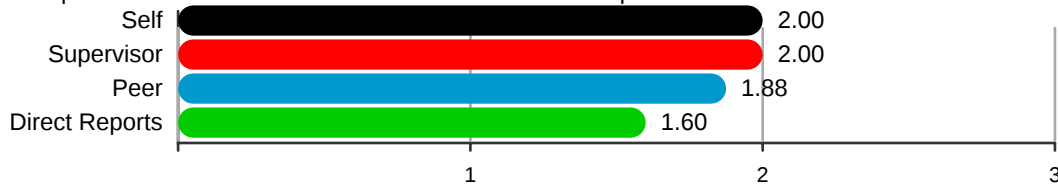
28. Completes multiple tasks simultaneously.



29. Builds in extra time in the schedule for unplanned events/occurrences.



30. Ranks the importance of tasks to make sure critical tasks are completed first.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses are color-coded from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Level of Skill		
				Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
26. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	2.20	33.3	13%	53%	33%
27. Switches attention to more urgent tasks when necessary.	15	2.00	26.7	27%	47%	27%
28. Completes multiple tasks simultaneously.	15	2.47	53.3	7%	40%	53%
29. Builds in extra time in the schedule for unplanned events/occurrences.	15	2.60	60.0		40%	60%
30. Ranks the importance of tasks to make sure critical tasks are completed first.	15	1.80	13.3	33%	53%	13%

Comments:

- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- I envy his versatility in working with a wide variety of issues and topics.
- You could check for clarity in expectations more frequently.
- He is always looking to and listening to the staff for their needs.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.

Excellence

Definition:

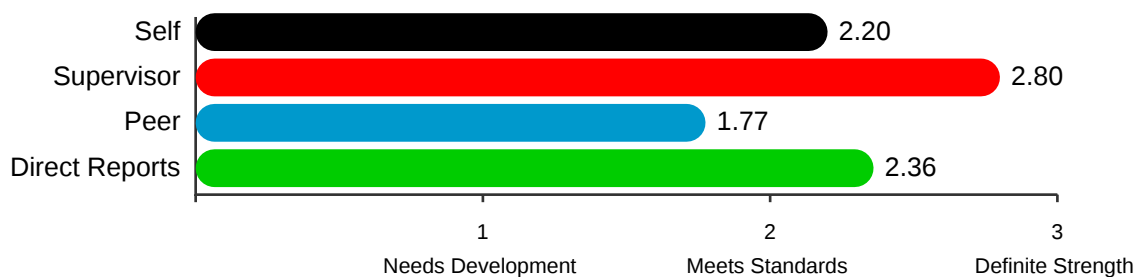
Is excellent in performing their job duties and tasks.

Why this is Important:

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

Summary Scores:

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



Scores on Each Item:

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

31. Demonstrates the analytical skills to do their job.



32. Takes a lot of pride in their work.



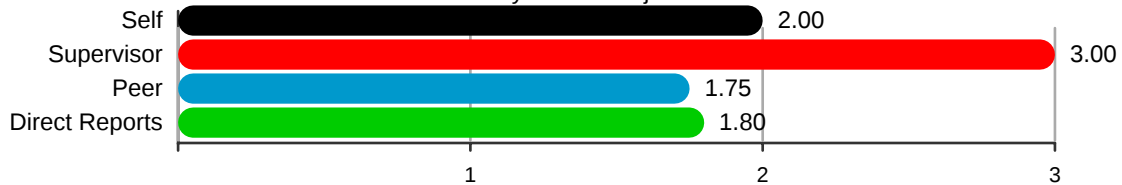
33. Can be counted on to add value wherever they are involved.



34. Keeps themselves and others focused on constant improvement.



35. Demonstrates the functional or technical skills necessary to do their job.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is shown using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
31. Demonstrates the analytical skills to do their job.	15	2.13	33.3	20%	47%	33%
32. Takes a lot of pride in their work.	15	2.13	33.3	20%	47%	33%
33. Can be counted on to add value wherever they are involved.	15	2.07	33.3	27%	40%	33%
34. Keeps themselves and others focused on constant improvement.	15	2.13	26.7	13%	60%	27%
35. Demonstrates the functional or technical skills necessary to do their job.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ is an excellent employee, I do not know of any areas that need improvement.
- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- Has the experience needed.

Client Focus

Definition:

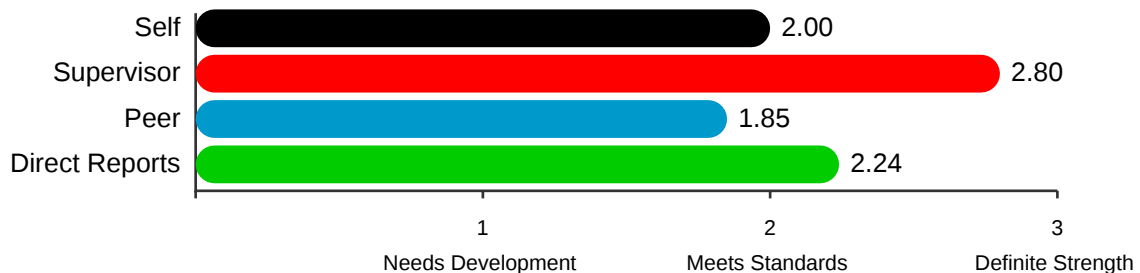
Client focus is the ability to understand, anticipate, and address client needs while maintaining responsiveness and accountability to ensure satisfaction. It involves delivering innovative and customized solutions, fostering strong relationships through active communication, and continuously improving services to enhance the client experience. A client-focused approach builds trust, ensures positive interactions, and demonstrates long-term commitment by consistently adapting to evolving expectations and providing high-quality service.

Why this is Important:

Client focus is essential for organizations because it fosters strong relationships, drives customer satisfaction, and ensures long-term business success. By proactively addressing client needs, delivering customized solutions, and maintaining open communication, companies build trust and loyalty while enhancing their competitive advantage. A client-centric approach leads to continuous improvement, positive interactions, and a reputation for excellence, ensuring sustained growth and customer retention.

Summary Scores:

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



Scores on Each Item:

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

36. Is committed to resolving client issues in a positive way.



37. Ensures commitments made to clients are completed to the client's satisfaction.



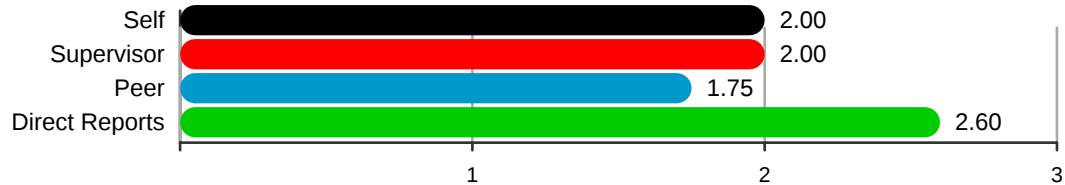
38. Anticipates problems that the client may encounter.



39. Prioritizes client issues based on urgency.



40. Able to handle difficult clients.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
36. Is committed to resolving client issues in a positive way.	15	1.87	20.0	33%	47%	20%
37. Ensures commitments made to clients are completed to the client's satisfaction.	15	1.93	13.3	20%	67%	13%
38. Anticipates problems that the client may encounter.	15	2.07	33.3	27%	40%	33%
39. Prioritizes client issues based on urgency.	15	2.33	33.3		67%	33%
40. Able to handle difficult clients.	15	2.07	33.3	27%	40%	33%

Comments:

- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- he has patience.
- _____ promotes and encourages teambuilding throughout the entire department.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.

Company

Definition:

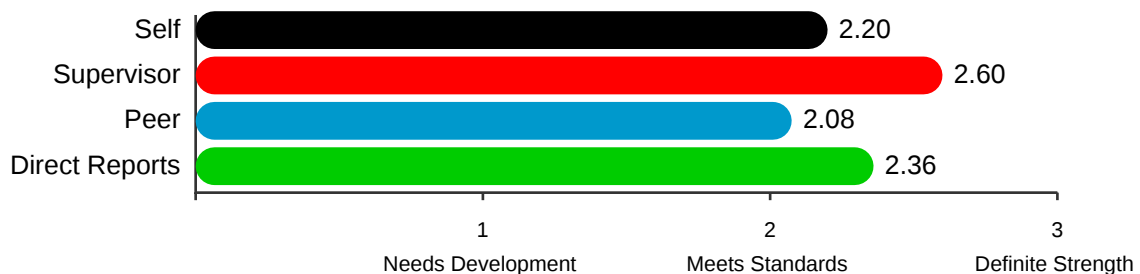
A Company is a dynamic ecosystem that cultivates trust, pride, and optimism through ethical conduct, transparent communication, and a work environment designed to foster satisfaction, productivity, and camaraderie. It strategically aligns staffing, training, resources, and facilities to support evolving initiatives and objectives, while maintaining competitiveness through innovation, adaptability, and well-crafted policies. Through its image, impact, and teamwork, a Company becomes a place where employees feel empowered to contribute meaningfully and clients are consistently served with distinction.

Why this is Important:

This definition of Company is important because it captures the full spectrum of what makes an organization not just functional, but exceptional—balancing operational excellence with human-centered values. By integrating dimensions like ethics, morale, adaptability, and pride alongside strategic elements like staffing, competitiveness, and resource allocation, it creates a blueprint for sustainable success and cultural resilience. Organizations that embody this holistic model are better equipped to attract top talent, foster innovation, and build enduring trust with both employees and external stakeholders.

Summary Scores:

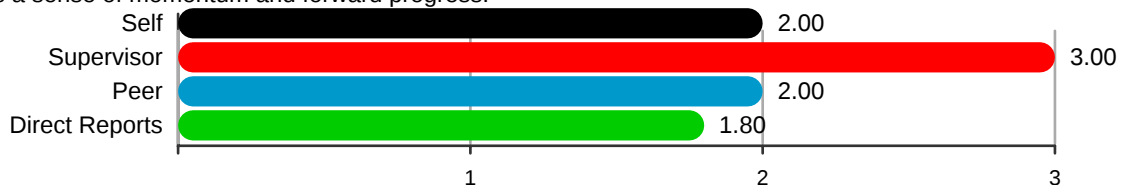
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

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

41. Creates a sense of momentum and forward progress.



42. Makes a real difference in the communities we serve.



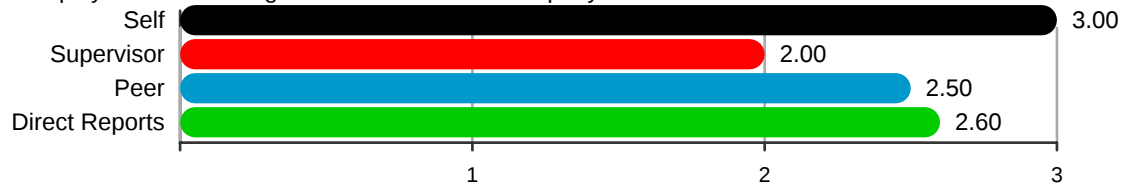
43. Has created an excellent training and development department.



44. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.



45. Supports employees in becoming ambassadors of the company's brand and values.



Level of Skill

The table below shows the responses in a graphic form where the percentage of responses is represented using a color from red (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1 1	Meets Standards 2 2	Definite Strength 3 3
41. Creates a sense of momentum and forward progress.	15	2.00	26.7	27%	47%	27%
42. Makes a real difference in the communities we serve.	15	2.13	33.3	20%	47%	33%
43. Has created an excellent training and development department.	15	2.20	40.0	20%	40%	40%
44. Implements an EEO policy ensures that all employees are treated fairly and without discrimination.	15	2.20	26.7	7%	67%	27%
45. Supports employees in becoming ambassadors of the company's brand and values.	15	2.53	60.0	7%	33%	60%

Comments:

- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- I appreciate his style and support.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- Does above and beyond work consistently