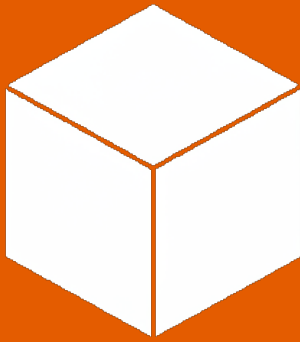




Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report 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.

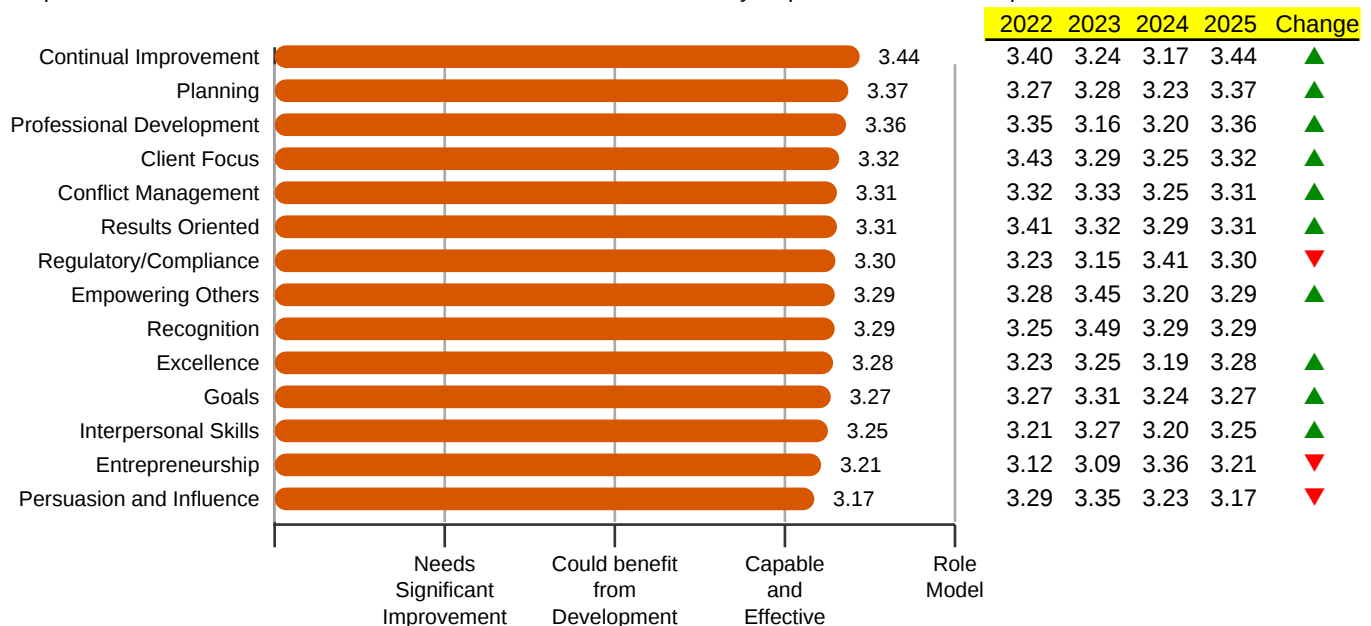
What to Do with Your Feedback

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

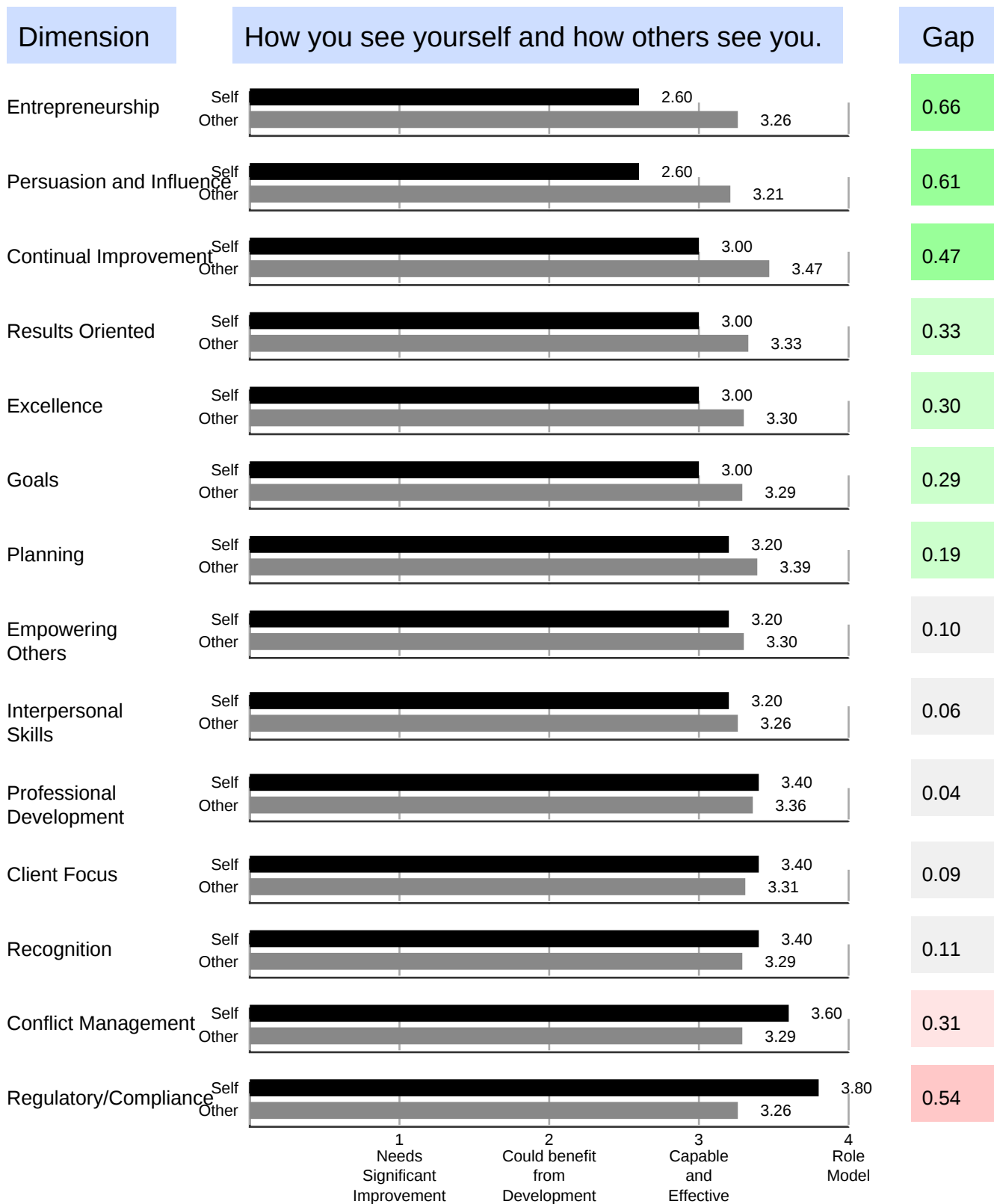
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 14 principal dimensions of leadership.

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.



Goals

Goal setting involves the ability to establish and define aspirational, stretch, and strategic goals. It encompasses prioritizing, optimizing, and aligning these goals to ensure coherence and focus. Additionally, it requires understanding, creating, and utilizing performance metrics to track progress and success. Effective goal setting also includes setting and adhering to timelines while minimizing distractions. It involves coordinating multiple goals simultaneously and providing the necessary support, resources, and feedback to others to help them achieve their 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. Makes sure that team members have a clear idea of our group's goals.	15	3.20	86.7	13%	53%		33%
2. Regularly tracks progress on meeting performance goals.	15	3.33	100.0		67%		33%
3. Demonstrates a steadfast commitment to supporting the achievement of assigned goals.	15	3.33	93.3	7%	53%		40%
4. Sticks to deadlines for reaching objectives.	15	3.27	93.3	7%	60%		33%
5. Measures and evaluates performance as related to business/customer needs.	14	3.21	85.7	14%	50%		36%

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	2022	2023	2024	2025	Change
1. Makes sure that team members have a clear idea of our group's goals.	3.20	3.20	3.00	3.20	+0.20 ▲
2. Regularly tracks progress on meeting performance goals.	3.27	3.40	3.40	3.33	-0.07 ▼
3. Demonstrates a steadfast commitment to supporting the achievement of assigned goals.	3.40	3.40	3.27	3.33	+0.07 ▲
4. Sticks to deadlines for reaching objectives.	3.47	3.33	3.40	3.27	-0.13 ▼
5. Measures and evaluates performance as related to business/customer needs.	3.00	3.20	3.13	3.21	+0.08 ▲

Results Oriented

Results Orientation is an attitude of focusing on achieving results. Facilitated by a combination of job skills and personal attributes, individuals must set and prioritize goals, plan actions while remaining flexible to change as the situation changes. Stays focused on the task, avoid distractions and overcoming obstacles. These individuals are highly motivated and prefer to take action.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. Ensures transparency around goals, actions, and decision rationale.	15	3.47	100.0		53%		47%
7. Stays focused on meeting the needs of customers.	15	3.40	93.3	7%	47%		47%
8. Aligns team objectives with broader organizational priorities to ensure strategic coherence.	15	3.20	86.7	13%	53%		33%
9. Willing to take on new assignments to help increase production.	15	3.27	86.7	13%	47%		40%
10. Inspires others by consistently demonstrating belief in the team's potential.	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	2022	2023	2024	2025	Change
6. Ensures transparency around goals, actions, and decision rationale.	3.40	3.13	3.07	3.47	+0.40 ▲
7. Stays focused on meeting the needs of customers.	3.40	3.20	3.33	3.40	+0.07 ▲
8. Aligns team objectives with broader organizational priorities to ensure strategic coherence.	3.40	3.40	3.20	3.20	
9. Willing to take on new assignments to help increase production.	3.53	3.40	3.60	3.27	-0.33 ▼
10. Inspires others by consistently demonstrating belief in the team's potential.	3.33	3.47	3.27	3.20	-0.07 ▼

Continual Improvement

Continual Improvement is a proactive and structured approach to enhancing performance by encouraging employee learning, skill growth, and adoption of emerging tools and technologies to optimize workflows. It thrives on transparent information sharing, regular feedback, and performance monitoring, fostering a culture that evaluates effectiveness and sets aspirational benchmarks. By analyzing processes, integrating best practices, and expanding individual responsibilities, organizations create sustainable progress and adaptability across all levels.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. Fosters a culture of open communication and continuous improvement.	15	3.67	100.0	33%	67%		
12. Looks for ways to improve work processes and procedures.	15	3.40	93.3	7%	47%	47%	
13. Analyzes processes to determine areas for improvement.	15	3.13	86.7	13%	60%	27%	
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.47	100.0	53%	47%		
15. Looks for ways to expand and learn new job skills.	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	2022	2023	2024	2025	Change
11. Fosters a culture of open communication and continuous improvement.	3.40	3.40	3.27	3.67	+0.40 ▲
12. Looks for ways to improve work processes and procedures.	3.53	3.20	3.00	3.40	+0.40 ▲
13. Analyzes processes to determine areas for improvement.	3.20	3.21	3.40	3.13	-0.27 ▼
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.20	3.13	3.00	3.47	+0.47 ▲
15. Looks for ways to expand and learn new job skills.	3.67	3.27	3.20	3.53	+0.33 ▲

Professional Development

Improvement through specialized training and participating in advanced professional courses.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. Allows employees to fully participate in employee training and professional development.	15	3.47	93.3	7%	40%	53%	
17. Quickly acquire and apply new knowledge and skills when needed	15	2.93	73.3	27%	53%		20%
18. Seeks opportunities for continuous learning.	15	3.40	93.3	7%	47%		47%
19. Keep themselves up-to-date of technical/professional issues	15	3.53	100.0		47%	53%	
20. Seeks opportunities for professional development.	15	3.47	100.0		53%		47%

Time Comparisons by Item

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

Item	2022	2023	2024	2025	Change
16. Allows employees to fully participate in employee training and professional development.	3.33	3.00	3.07	3.47	+0.40 ▲
17. Quickly acquire and apply new knowledge and skills when needed	3.40	3.20	3.33	2.93	-0.40 ▼
18. Seeks opportunities for continuous learning.	3.47	3.53	3.20	3.40	+0.20 ▲
19. Keep themselves up-to-date of technical/professional issues	3.13	2.87	3.53	3.53	
20. Seeks opportunities for professional development.	3.40	3.20	2.87	3.47	+0.60 ▲

Persuasion and Influence

Persuasion and Influence is the ability to strategically inspire action, shape perspectives, and drive alignment by communicating compelling messages rooted in vision, expertise, and integrity. It involves influencing attitudes and behaviors through deep audience understanding, emotional connection, and fact-based arguments while adapting communication styles and negotiation tactics to shifting dynamics. Strong persuasion and influence foster trust, broaden thinking, and build coalitions that support innovative change and long-term organizational goals.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. Gathers data and stakeholder perspectives in advance to anticipate resistance and tailor persuasive approaches.	15	3.00	80.0	20%	60%		20%
22. Overcomes employees' resistance to change and action.	15	3.53	100.0		47%	53%	
23. Uses public methods of communication to impact the greatest number of individuals.	15	3.13	86.7	13%	60%		27%
24. Forges a consensus among individuals who have a diversity of opinions and interests.	15	3.13	80.0	7% 13%	40%		40%
25. Maintains strong convictions to convey the importance of their beliefs/values.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	2024	2025	Change
21. Gathers data and stakeholder perspectives in advance to anticipate resistance and tailor persuasive approaches.	3.47	3.13	3.20	3.00	-0.20 ▼
22. Overcomes employees' resistance to change and action.	3.20	3.33	3.07	3.53	+0.47 ▲
23. Uses public methods of communication to impact the greatest number of individuals.	3.20	3.47	3.27	3.13	-0.13 ▼
24. Forges a consensus among individuals who have a diversity of opinions and interests.	3.33	3.47	3.33	3.13	-0.20 ▼
25. Maintains strong convictions to convey the importance of their beliefs/values.	3.27	3.33	3.27	3.07	-0.20 ▼

Excellence

Is excellent in performing their job duties and tasks.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. Takes a lot of pride in their work.	15	3.20	93.3	7%	60%		33%
27. Produces high quality work.	15	3.40	93.3	7%	47%		47%
28. Demonstrates the functional or technical skills necessary to do their job.	15	3.60	93.3	7%	27%	67%	
29. Is planful and organized.	15	3.20	86.7	13%	53%		33%
30. Keeps themselves and others focused on constant improvement.	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	2022	2023	2024	2025	Change
26. Takes a lot of pride in their work.	3.53	3.33	3.33	3.20	-0.13 ▼
27. Produces high quality work.	3.20	3.33	2.93	3.40	+0.47 ▲
28. Demonstrates the functional or technical skills necessary to do their job.	3.33	3.13	3.40	3.60	+0.20 ▲
29. Is planful and organized.	3.21	3.20	3.20	3.20	
30. Keeps themselves and others focused on constant improvement.	2.87	3.27	3.07	3.00	-0.07 ▼

Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. Coordinates the work of other Business Managers to ensure all are in compliance with established standards and guidelines.	15	3.33	93.3	7%	53%		40%
32. Appoints a supervisory committee to ensure effective oversight of the organization.	14	3.29	100.0		71%		29%
33. Creates necessary compliance policies and procedures.	15	3.27	100.0		73%		27%
34. Complies with regulatory requirements for the state.	15	3.47	93.3	7%	40%		53%
35. Maintains compliance with federal, state, and local laws.	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	2022	2023	2024	2025	Change
31. Coordinates the work of other Business Managers to ensure all are in compliance with established standards and guidelines.	3.13	3.07	3.47	3.33	-0.13 ▼
32. Appoints a supervisory committee to ensure effective oversight of the organization.	3.40	3.07	3.60	3.29	-0.31 ▼
33. Creates necessary compliance policies and procedures.	3.07	3.33	3.33	3.27	-0.07 ▼
34. Complies with regulatory requirements for the state.	3.33	3.00	3.53	3.47	-0.07 ▼
35. Maintains compliance with federal, state, and local laws.	3.20	3.27	3.13	3.13	

Interpersonal Skills

Interpersonal skills encompass the ability to communicate effectively, actively listen, and foster meaningful relationships built on trust, respect, and empathy. Strong interpersonal skills allow individuals to mediate conflicts, provide constructive feedback, and adapt leadership styles to meet diverse team needs while appreciating the efforts of colleagues. By demonstrating honesty, responsiveness, and inclusivity, individuals become role models who contribute to a collaborative, ethical, and high-performing workplace culture.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. Offers constructive criticism to have a positive impact on performance.	15	3.20	93.3	7%	67%		27%
37. Demonstrates good communication with colleagues and customers.	15	3.33	93.3	7%	53%		40%
38. Embraces the differences in individuals that comprise the team.	15	3.07	86.7	13%	67%		20%
39. Understands the core issues of conversations.	15	3.33	100.0		67%		33%
40. Honest about owning up to mistakes made.	15	3.33	100.0		67%		33%

Time Comparisons by Item

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

Item	2022	2023	2024	2025	Change
36. Offers constructive criticism to have a positive impact on performance.	3.53	3.20	3.33	3.20	-0.13 ▼
37. Demonstrates good communication with colleagues and customers.	3.20	3.27	3.07	3.33	+0.26 ▲
38. Embraces the differences in individuals that comprise the team.	3.13	3.40	3.33	3.07	-0.27 ▼
39. Understands the core issues of conversations.	3.20	3.27	3.00	3.33	+0.33 ▲
40. Honest about owning up to mistakes made.	3.00	3.20	3.27	3.33	+0.07 ▲

Client Focus

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.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. Prioritizes client issues based on urgency.	15	3.33	93.3	7%	53%	40%	
42. Focuses on providing excellent client service.	15	3.40	93.3	7%	47%	47%	
43. Anticipates and proactively resolves issues that the client may face.	15	3.13	86.7	13%	60%	27%	
44. Makes sure client needs are understood by the team members.	15	3.27	100.0		73%	27%	
45. Makes sure their interests are aligned with the client's interests.	15	3.47	100.0		53%	47%	

Time Comparisons by Item

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

Item	2022	2023	2024	2025	Change
41. Prioritizes client issues based on urgency.	3.47	3.20	2.93	3.33	+0.40 ▲
42. Focuses on providing excellent client service.	3.27	3.53	3.13	3.40	+0.27 ▲
43. Anticipates and proactively resolves issues that the client may face.	3.87	3.13	3.20	3.13	-0.07 ▼
44. Makes sure client needs are understood by the team members.	3.33	3.27	3.87	3.27	-0.60 ▼
45. Makes sure their interests are aligned with the client's interests.	3.20	3.33	3.13	3.47	+0.33 ▲

Empowering Others

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.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. Allows employees to make their own decisions.	15	3.40	93.3	7%	47%	47%	
47. Allows employees to take on more responsibilities.	15	3.20	93.3	7%	67%		27%
48. Includes others in the decision making process.	15	3.20	93.3	7%	60%		33%
49. Recognizes the contributions that others make to the department.	15	3.47	100.0		53%		47%
50. Considers ideas from employees that may challenge traditional ways of doing the job.	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	2022	2023	2024	2025	Change
46. Allows employees to make their own decisions.	3.27	3.40	3.20	3.40	+0.20 ▲
47. Allows employees to take on more responsibilities.	3.33	3.40	3.20	3.20	
48. Includes others in the decision making process.	3.60	3.33	3.20	3.20	
49. Recognizes the contributions that others make to the department.	3.00	3.47	3.13	3.47	+0.33 ▲
50. Considers ideas from employees that may challenge traditional ways of doing the job.	3.20	3.67	3.27	3.20	-0.07 ▼

Conflict Management

Conflict Management is the ability to successfully resolve disputes by addressing core needs, clarifying roles and expectations, and fostering mutual understanding through active listening, empathy, and facilitative dialogue. It involves anticipating tensions, investigating root causes, and applying strategic, analytical, and creative approaches that promote compromise, common ground, and openness to change. By valuing diverse viewpoints and relationships, and reframing conflict as an opportunity for growth, managers build inclusive environments where collaboration thrives and resolution leads to lasting improvement.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. Guides others toward establishing strong relationships.	15	3.53	100.0		47%	53%	
52. Tries to understand others' point of view before making judgments	15	3.27	93.3	7%	60%		33%
53. Uses data or evidence strategically to support resolution strategies and influence skeptical stakeholders.	15	3.33	100.0		67%		33%
54. Uses logic and reasoning to determine the best course of action for resolving the conflict.	15	3.40	93.3	7%	47%		47%
55. Uses creative negotiation tactics can help find win-win solutions that satisfy all parties involved.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

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

Item	2022	2023	2024	2025	Change
51. Guides others toward establishing strong relationships.	3.47	3.47	3.13	3.53	+0.40 ▲
52. Tries to understand others' point of view before making judgments	3.47	3.00	3.60	3.27	-0.33 ▼
53. Uses data or evidence strategically to support resolution strategies and influence skeptical stakeholders.	3.20	3.20	3.13	3.33	+0.20 ▲
54. Uses logic and reasoning to determine the best course of action for resolving the conflict.	3.20	3.60	3.13	3.40	+0.27 ▲
55. Uses creative negotiation tactics can help find win-win solutions that satisfy all parties involved.	3.27	3.40	3.27	3.00	-0.27 ▼

Recognition

Recognition is the intentional acknowledgment and appreciation of employees' contributions, achievements, and performance, ensuring that praise is timely, meaningful, fair, and aligned with organizational values. Effective recognition fosters a supportive and engaging workplace by integrating structured programs, spontaneous appreciation, and impactful rewards-both formal and informal-while reinforcing positive behaviors and incentivizing success. By making recognition visible, systematic, and inclusive, leaders cultivate an environment where employees feel valued, motivated, and empowered to contribute to organizational growth and excellence.

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
56. Leverages the use of recognition to obtain maximum impact.	15	3.53	100.0		47%	53%	
57. Knows when employees have worked hard and deserve recognition.	15	2.93	86.7	13%	80%		7%
58. Knows which employees complete the most work.	15	3.53	93.3	7%	33%	60%	
59. Recognizes employees by assigning unique and interesting tasks as a reward.	15	3.33	93.3	7%	53%	40%	
60. Offers recognition to peers and colleagues.	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	2022	2023	2024	2025	Change
56. Leverages the use of recognition to obtain maximum impact.	3.13	3.47	3.13	3.53	+0.40 ▲
57. Knows when employees have worked hard and deserve recognition.	3.13	3.53	3.20	2.93	-0.27 ▼
58. Knows which employees complete the most work.	3.27	3.27	3.33	3.53	+0.20 ▲
59. Recognizes employees by assigning unique and interesting tasks as a reward.	3.33	3.53	3.33	3.33	
60. Offers recognition to peers and colleagues.	3.40	3.67	3.47	3.13	-0.33 ▼

Entrepreneurship

Ability to develop, manage, and expand business opportunities.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
61. Exhibits determination and passion in completion of goals.	15	3.27	86.7	13%	47%	40%	
62. Excellent at managing relationships with stakeholders.	15	3.27	93.3	7%	60%	33%	
63. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.33	93.3	7%	53%	40%	
64. Has a strategic awareness on how to promote the organization.	15	3.00	86.7	13%	73%	13%	
65. Is comfortable operating in an environment of uncertainty.	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	2022	2023	2024	2025	Change
61. Exhibits determination and passion in completion of goals.	3.14	3.07	3.20	3.27	+0.07 ▲
62. Excellent at managing relationships with stakeholders.	3.07	2.93	3.33	3.27	-0.07 ▼
63. Devotes a certain amount of time and effort to developing new business opportunities.	3.00	3.33	3.47	3.33	-0.13 ▼
64. Has a strategic awareness on how to promote the organization.	3.27	3.00	3.27	3.00	-0.27 ▼
65. Is comfortable operating in an environment of uncertainty.	3.13	3.14	3.53	3.20	-0.33 ▼

Planning

Planning is a comprehensive process that integrates strategic foresight, organization, and adaptability to ensure efficient execution and resource utilization. It involves forecasting future needs, prioritizing tasks, managing logistics and time constraints, and adjusting strategies in response to evolving circumstances. Effective planning aligns departmental goals with stakeholder expectations while optimizing staffing, scheduling, and implementation to drive sustained success.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
66. Creates plans to handle complex, multi-faceted projects.	15	3.20	86.7	13%	53%		33%
67. Creates effective project plans.	15	3.47	93.3	7%	40%		53%
68. Has developed an effective strategic plan.	15	3.87	100.0	13%	87%		
69. Adjusts plans as needed according to situational/strategic changes.	15	3.13	86.7	13%	60%		27%
70. Determines what supplies/equipment will be needed for the job.	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	2022	2023	2024	2025	Change
66. Creates plans to handle complex, multi-faceted projects.	3.67	3.20	3.14	3.20	+0.06 ▲
67. Creates effective project plans.	3.00	3.33	3.47	3.47	
68. Has developed an effective strategic plan.	3.47	3.47	3.20	3.87	+0.67 ▲
69. Adjusts plans as needed according to situational/strategic changes.	3.07	3.13	3.00	3.13	+0.13 ▲
70. Determines what supplies/equipment will be needed for the job.	3.13	3.27	3.33	3.20	-0.13 ▼