



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.

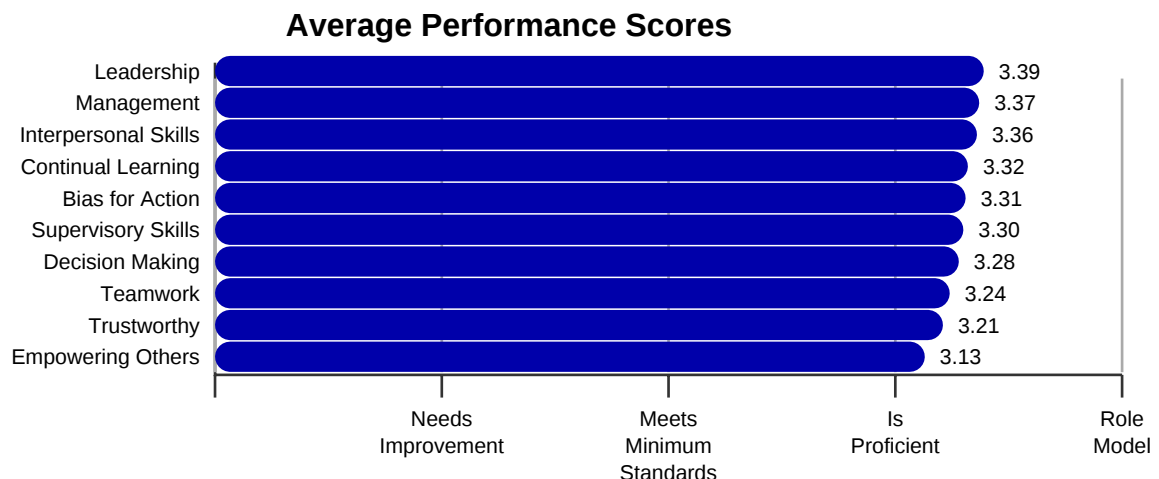
What to Do with Your Feedback

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

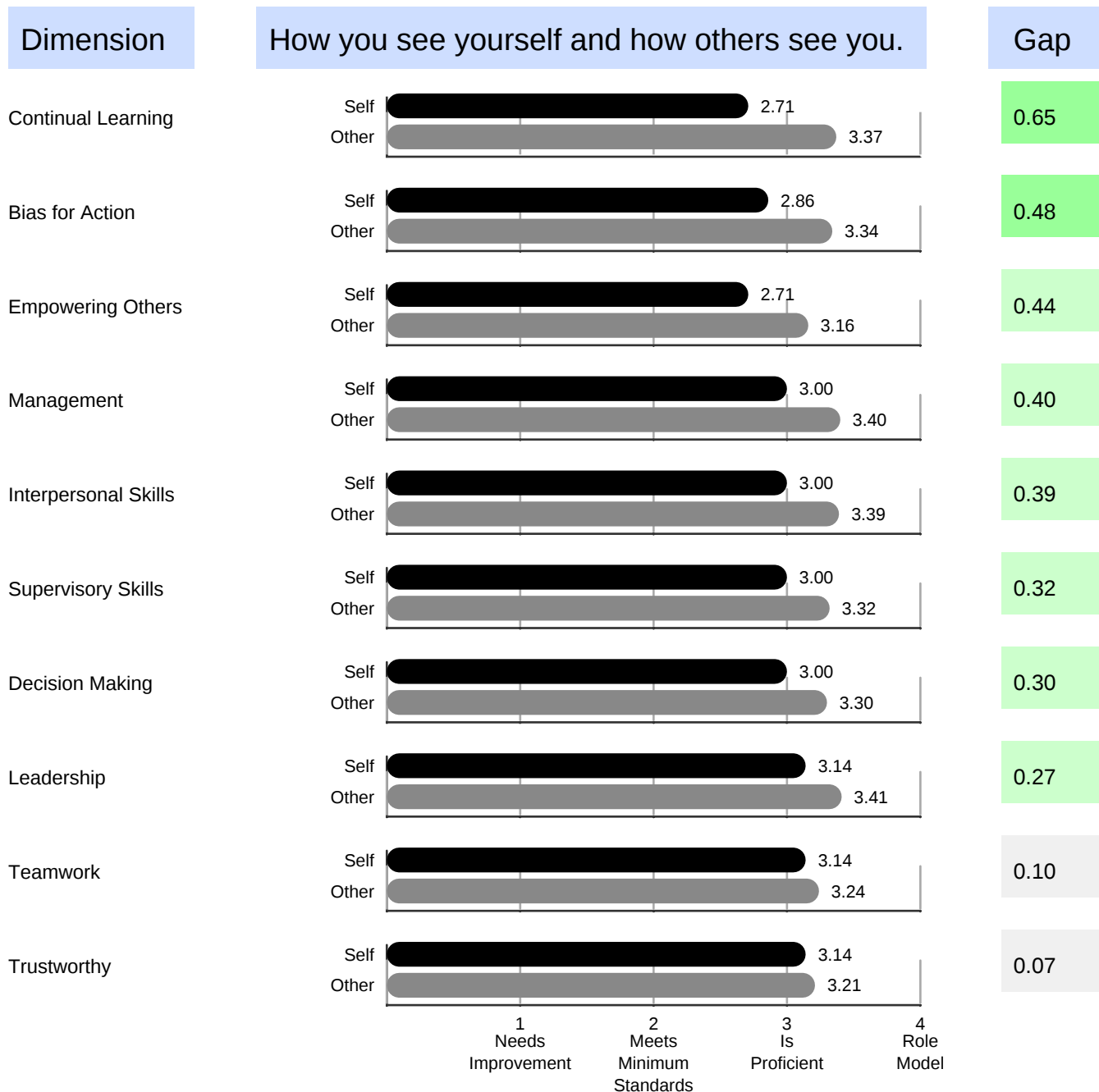
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Does what they say they will do.	15	3.20	93.3	7%	67%		27%
2. Is a highly principled leader of strong ethics and integrity.	15	3.87	100.0	13%	87%		
3. Only accepts exceptional work.	15	3.33	93.3	7%	53%		40%
4. Regularly attends to, and contributes at, meetings.	15	3.60	93.3	7%	27%	67%	
5. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.33	93.3	7%	53%		40%
6. Signals commitment to critical processes.	15	3.20	93.3	7%	60%		33%
7. Demonstrates effective leadership talent and skills	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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

Item	2024	2025	Change
1. Does what they say they will do.	3.29	3.20	-0.09 ▼
2. Is a highly principled leader of strong ethics and integrity.	3.65	3.87	+0.22 ▲
3. Only accepts exceptional work.	3.18	3.33	+0.16 ▲
4. Regularly attends to, and contributes at, meetings.	3.41	3.60	+0.19 ▲
5. Able to say "no" when it is essential to maintaining quality and high standards.	3.24	3.33	+0.10 ▲
6. Signals commitment to critical processes.	3.24	3.20	-0.04 ▼
7. Demonstrates effective leadership talent and skills	3.41	3.20	-0.21 ▼

Comments:

- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- She is open to feedback and actively tries to improve.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
8. Models a strong work ethic that elevates team morale and performance.	15	3.40	93.3	7%	47%	47%	
9. Ensures departmental strategies are aligned with broader organizational goals and cross-functional priorities.	15	3.47	93.3	7%	40%	53%	
10. Analyzes underlying causes of conflict beyond surface-level symptoms to inform resolution strategies.	15	3.47	93.3	7%	40%	53%	
11. Creates clear performance standards that are understandable and fair.	15	3.53	100.0		47%	53%	
12. Ensures employees understand their roles, responsibilities, and how their work contributes to team goals.	15	3.27	100.0		73%	27%	
13. Instills a sense of purpose by showing how each role supports the organization's goals.	15	3.33	100.0		67%	33%	
14. Consistently models high-effort, high-output behaviors, prompting team members to raise their own performance.	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

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

Item	2024	2025	Change
8. Models a strong work ethic that elevates team morale and performance.	3.24	3.40	+0.16 ▲
9. Ensures departmental strategies are aligned with broader organizational goals and cross-functional priorities.	3.18	3.47	+0.29 ▲
10. Analyzes underlying causes of conflict beyond surface-level symptoms to inform resolution strategies.	3.35	3.47	+0.11 ▲
11. Creates clear performance standards that are understandable and fair.	3.47	3.53	+0.06 ▲
12. Ensures employees understand their roles, responsibilities, and how their work contributes to team goals.	3.47	3.27	-0.20 ▼
13. Instills a sense of purpose by showing how each role supports the organization's goals.	3.35	3.33	-0.02 ▼
14. Consistently models high-effort, high-output behaviors, prompting team members to raise their own performance.	3.18	3.13	-0.04 ▼

Comments:

- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___ has excellent communication skills.
- ___ is by far a leader in the service area.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

Bias for 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
15. Is someone who wants to do more work.	15	3.07	80.0	20%	53%		27%
16. Anticipates challenges and addresses them before they become major obstacles.	15	3.40	93.3	7%	47%		47%
17. Takes purposeful and persistent action to achieve goals.	15	3.27	93.3	7%	60%		33%
18. Uses time management to focus on the most critical tasks and allocate time effectively to ensure they are completed.	14	3.00	92.9	7%	79%		14%
19. Fosters a culture of action orientation.	15	3.47	100.0		53%		47%
20. Encourages and supports team members to take initiative and overcome challenges.	15	3.40	93.3	7%	47%		47%
21. Completes even small tasks to keep the momentum moving forward.	15	3.53	100.0		47%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
15. Is someone who wants to do more work.	3.00	3.07	+0.07 ▲
16. Anticipates challenges and addresses them before they become major obstacles.	3.65	3.40	-0.25 ▼
17. Takes purposeful and persistent action to achieve goals.	3.47	3.27	-0.20 ▼
18. Uses time management to focus on the most critical tasks and allocate time effectively to ensure they are completed.	3.12	3.00	-0.12 ▼
19. Fosters a culture of action orientation.	3.59	3.47	-0.12 ▼
20. Encourages and supports team members to take initiative and overcome challenges.	3.29	3.40	+0.11 ▲
21. Completes even small tasks to keep the momentum moving forward.	3.35	3.53	+0.18 ▲

Comments:

- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- Provide more frequent development feedback.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- She has hired good people, and developed strong relationship's with finance.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
22. Pursues learning that will enhance job performance.	15	3.00	80.0	20%	60%		20%
23. Takes the initiative to learn new skills.	15	2.87	80.0	20%	73%		7%
24. Builds on their strengths while addressing their weaknesses.	15	3.47	100.0		53%		47%
25. Improves on their skill sets.	15	3.67	100.0		33%		67%
26. Pursues professional development opportunities when they arise.	15	3.40	93.3	7%	47%		47%
27. Takes charge of their training and skills enhancement.	15	3.33	93.3	7%	53%		40%
28. Participates in regular training offered.	15	3.53	100.0		47%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
22. Pursues learning that will enhance job performance.	3.00	3.00	
23. Takes the initiative to learn new skills.	2.88	2.87	-0.02 ▼
24. Builds on their strengths while addressing their weaknesses.	3.00	3.47	+0.47 ▲
25. Improves on their skill sets.	3.76	3.67	-0.10 ▼
26. Pursues professional development opportunities when they arise.	3.53	3.40	-0.13 ▼
27. Takes charge of their training and skills enhancement.	3.12	3.33	+0.22 ▲
28. Participates in regular training offered.	3.41	3.53	+0.12 ▲

Comments:

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- She has positive energy, leads by example, and cares about teammates.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.

Supervisory Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. Is diligent about properly documenting disciplinary actions.	15	3.67	100.0	33%	67%		
30. Is able to manage emotions during difficult times.	15	3.33	100.0		67%		33%
31. Effectively determines which issues need immediate attention.	15	3.20	86.7	13%	53%		33%
32. Oversees the work of a group of employees.	15	3.40	100.0		60%		40%
33. Prioritizes coaching and constructive feedback to correct behavior.	15	3.20	86.7	13%	53%		33%
34. Speaks to all employees involved to get a complete picture of the situation.	15	3.27	93.3	7%	60%		33%
35. Works well with the team members.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

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

Item	2024	2025	Change
29. Is diligent about properly documenting disciplinary actions.	3.59	3.67	+0.08 ▲
30. Is able to manage emotions during difficult times.	3.41	3.33	-0.08 ▼
31. Effectively determines which issues need immediate attention.	3.18	3.20	+0.02 ▲
32. Oversees the work of a group of employees.	3.35	3.40	+0.05 ▲
33. Prioritizes coaching and constructive feedback to correct behavior.	3.18	3.20	+0.02 ▲
34. Speaks to all employees involved to get a complete picture of the situation.	2.88	3.27	+0.38 ▲
35. Works well with the team members.	3.18	3.00	-0.18 ▼

Comments:

- ___ strives to be professional with each and every interaction and I think inspires confidence.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
-

___ has been instrumental in initiating and helping to steer the department committee for [CompanyName].
___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Integrates environmental factors that may restrict or shape decision outcomes.	15	3.20	93.3	7%	67%		27%
37. Is open to listening to others who may have different ideas.	15	3.27	93.3	7%	60%		33%
38. Makes decisions independently (without having to be told what or how).	15	3.27	86.7	13%	47%		40%
39. Effectively chooses appropriate courses of action.	15	3.13	86.7	13%	60%		27%
40. Receptive to new ideas from others when making decisions.	15	3.40	93.3	7%	47%		47%
41. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	15	3.33	93.3	7%	53%		40%
42. Frames decisions in compelling narratives that inspire buy-in and clarify vision.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
36. Integrates environmental factors that may restrict or shape decision outcomes.	3.18	3.20	+0.02 ▲
37. Is open to listening to others who may have different ideas.	3.35	3.27	-0.09 ▼
38. Makes decisions independently (without having to be told what or how).	3.24	3.27	+0.03 ▲
39. Effectively chooses appropriate courses of action.	3.59	3.13	-0.45 ▼
40. Receptive to new ideas from others when making decisions.	3.29	3.40	+0.11 ▲
41. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	3.29	3.33	+0.04 ▲
42. Frames decisions in compelling narratives that inspire buy-in and clarify vision.	3.41	3.33	-0.08 ▼

Comments:

- She is quick to remind others, when needed why we are really here.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- She has consistently been a strong advocate for me and my team.
- ___ is very professional in dealing with her peers and the staff.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

Trustworthy

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	86.7	13%	60%		27%
44. Consistently keeps commitments.	15	3.00	86.7	13%	73%		13%
45. Builds and maintains the trust of others.	15	3.53	100.0		47%	53%	
46. Works in a way that makes others want to work with her/him.	15	3.00	86.7	13%	73%		13%
47. Delivers on promises made.	15	3.20	93.3	7%	60%		33%
48. Takes ownership, delivers on commitments	15	3.20	93.3	7%	67%		27%
49. Is trustworthy; is someone I can trust.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2024	2025	Change
43. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.35	3.13	-0.22 ▼
44. Consistently keeps commitments.	3.18	3.00	-0.18 ▼
45. Builds and maintains the trust of others.	3.35	3.53	+0.18 ▲
46. Works in a way that makes others want to work with her/him.	3.24	3.00	-0.24 ▼
47. Delivers on promises made.	3.00	3.20	+0.20 ▲
48. Takes ownership, delivers on commitments	3.18	3.20	+0.02 ▲
49. Is trustworthy; is someone I can trust.	3.35	3.40	+0.05 ▲

Comments:

- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- Does excellent job, always.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.

Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
50. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	15	3.13	80.0	7% 13%	40%	40%	
51. Recognizes the importance of a healthy work/life balance.	14	3.14	92.9	7%	71%		21%
52. Gives employees the resources they need to complete the job.	14	3.21	85.7	14%	50%		36%
53. Gives employees the freedom to set their own schedule.	15	3.27	86.7	13%	47%		40%
54. Acknowledges and appreciates employees for their proactive decision-making.	15	3.13	86.7	13%	60%		27%
55. Allows individuals to be responsible for their decisions.	15	3.07	86.7	13%	67%		20%
56. Gives employees autonomy to complete tasks on their own.	15	2.93	73.3	27%	53%		20%

Time Comparisons by Item

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

Item	2024	2025	Change
50. Coordinates the knowledge, skills and resources of others to accomplish more in the department.	3.29	3.13	-0.16 ▼
51. Recognizes the importance of a healthy work/life balance.	3.24	3.14	-0.09 ▼
52. Gives employees the resources they need to complete the job.	3.06	3.21	+0.16 ▲
53. Gives employees the freedom to set their own schedule.	3.59	3.27	-0.32 ▼
54. Acknowledges and appreciates employees for their proactive decision-making.	2.94	3.13	+0.19 ▲
55. Allows individuals to be responsible for their decisions.	2.88	3.07	+0.18 ▲
56. Gives employees autonomy to complete tasks on their own.	2.88	2.93	+0.05 ▲

Comments:

- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- Initiative, attitude, and willingness to pitch in.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Takes complete ownership of role and looks for ways to assist teammates.

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

Teamwork

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
57. Helps the team bounce back from obstacles to progress.	15	3.20	93.3	7%	67%		27%
58. Actively and openly participates in team meetings.	15	3.20	93.3	7%	67%		27%
59. Appreciates the input from other team members.	15	3.13	93.3	7%	67%		27%
60. Recognizes and respects the contributions and needs of each individual.	15	3.20	93.3	7%	67%		27%
61. Helps other team members to research solutions to a problem.	15	3.47	100.0		53%		47%
62. Is able to accurately paraphrase and summarize what other team members have said.	15	3.27	93.3	7%	60%		33%
63. Works with other team members to identify bottle necks in the production process.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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

Item	2024	2025	Change
57. Helps the team bounce back from obstacles to progress.	3.18	3.20	+0.02 ▲
58. Actively and openly participates in team meetings.	3.24	3.20	-0.04 ▼
59. Appreciates the input from other team members.	3.18	3.13	-0.04 ▼
60. Recognizes and respects the contributions and needs of each individual.	3.47	3.20	-0.27 ▼
61. Helps other team members to research solutions to a problem.	3.29	3.47	+0.17 ▲
62. Is able to accurately paraphrase and summarize what other team members have said.	3.35	3.27	-0.09 ▼
63. Works with other team members to identify bottle necks in the production process.	3.18	3.20	+0.02 ▲

Comments:

- ___ is fully engaged in her unit. She took on the position and jumped in with both feet.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- I really appreciate her.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
64. Maintains open and regular communication with others.	15	3.53	100.0	47%	53%		
65. Is a highly respected individual in the company.	15	3.40	100.0	60%	40%		
66. Is willing to lend a hand to those in the department who need help.	15	3.33	100.0	67%	33%		
67. Follows up on inquiries in a timely manner.	15	3.47	100.0	53%	47%		
68. Is a role model for others demonstrating the importance of interpersonal skills.	15	3.33	93.3	7%	53%	40%	
69. Is well respected in the department.	15	3.20	93.3	7%	67%	27%	
70. Gives constructive feedback on performance reviews.	15	3.27	100.0	73%	27%		

Time Comparisons by Item

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

Item	2024	2025	Change
64. Maintains open and regular communication with others.	3.41	3.53	+0.12 ▲
65. Is a highly respected individual in the company.	3.41	3.40	-0.01 ▼
66. Is willing to lend a hand to those in the department who need help.	3.47	3.33	-0.14 ▼
67. Follows up on inquiries in a timely manner.	3.29	3.47	+0.17 ▲
68. Is a role model for others demonstrating the importance of interpersonal skills.	3.53	3.33	-0.20 ▼
69. Is well respected in the department.	3.18	3.20	+0.02 ▲
70. Gives constructive feedback on performance reviews.	3.24	3.27	+0.03 ▲

Comments:

- She is an excellent teammate, great attitude, effort, and energy.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- A great addition to the team.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
-

I think she is doing really good work and I found that to be one area I could list that might help.

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?

- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.

What do you like best about working with this individual?

- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- ___ is able to problem solve very well.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.

What do you like least about working with this individual?

- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Seek and provide critical feedback.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.

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

- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.

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

- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- ____ has nothing but [CompanyName]'s best interest at heart.
- She is always available to listen, lend a hand, or guide the staff when needed.
- ____ promotes and encourages teambuilding throughout the entire department.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

Any final comments?

- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- She often involves her team in decision making and to determine how to achieve outcomes.
- The only area I feel ____ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- In my opinion, ____ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ____.
- She make sure the team effort not only succeed on paper.
- ____ strives to be professional with each and every interaction and I think inspires confidence.